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Interbank market:
a jolt to be
remembered, Page 16



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Series

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NEWS SUMMARY

GENERAL

Greece denies coup bid rumours

The Greek Government answered rumours in the country that a coup had been threatened or foreshadowed by issuing a denial that armed forces units had been involved in "subversive movements" in the north.

Units in the Athens area had, however, been taking part in weekend exercises.

The rumours prompted the ruling Panos Party and the Communist Party to alert members to be prepared to resist any attempt to overthrow the country's democracy.

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U.S. warns Moscow

The Reagan Administration has warned Moscow that it regards Soviet military activity in Syria as dangerous to Middle East peace, said State Secretary George Shultz.

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Not so deadly

U.S. monitoring of Soviet missile tests has shown that Moscow lacked enough accuracy and reliability to destroy American missile sites in a first strike, said U.S. intelligence sources.

Taiwan decision

Taiwan's Parliament said it would not recognise any agreement by China and Britain on the future of Hong Kong.

Gun in Parliament

Opposition Janata Party leader Madhu Dandavate caused uproar in India's lower house of Parliament by drawing a pistol in a discussion on an attempt to murder one of his party's candidates in recent Delhi local elections.

Assam protest

Workers and students demanding the expulsion of illegal immigrants from Assam shut power stations, refineries, shops and businesses in a protest against the new state government.

Gritz surrenders

Ex-U.S. communist James "Bo" Gritz, who says he had a raid led to Laos to seek U.S. servicemen still held after the Vietnam war, surrendered to Thai police.

Mubarak's move

Egyptian President Hosni Mubarak dissolved the League of Islamic and Arab Peoples, set up by the late President Anwar Sadat after the Arab League suspended Egypt from membership.

Turkey to try Agca

Turkey is to try in absentia its citizen Mehmet Ali Agca, jailed in Rome for attempting to murder Pope John Paul.

Paris explosion

A woman was killed and four people injured in Paris at a travel company specialising in flights to Turkey.

Iranian amnesty

Iran freed 6,300 non-political prisoners in an amnesty marking the fourth anniversary of its Islamic revolution.

Strike...

Portuguese railways were disrupted as the drivers' pay strike in a month.

About 30,000 civilian employees of the forces started a two-day strike to secure rises agreed with the previous Government.

Pope Paul, whose confessions had been taken by Italian police capture many Red Brigades' terrorists, has been freed from jail.

London ... 15 - Indonesia ... 1600
Dollar ... On 9.50 - Italy ... 1.110
Pound ... 9.75 - Japan ... 1.950
Canada ... 1.6250 - France ... 5.00
Germany ... 1.7000 - Spain ... 3.10
Ireland ... 2.2250 - Sweden ... 4.75
Swiss ... 2.2250 - Switzerland ... 1.735
France ... 1.11.500 - Turkey ... 1.600
Germany ... 1.6000 - Turkey ... 1.600
Denmark ... 1.6000 - Turkey ... 1.600
Norway ... 1.6000 - Turkey ... 1.600

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BUSINESS

£49m fall in value of Polly Peck

Gold falls sharply as markets expect big oil price cuts

BY JEREMY STONE IN LONDON

THE PRICE of gold tumbled yesterday as speculators around the world rushed to liquidate their holdings amid gathering rumours that Middle Eastern oil producers might be ready to cut their prices of crude by as much as \$7 a barrel.

In London the bullion price fell \$50.5 an ounce - the steepest fall since March 1980, and the third largest on record - to close at \$413. The dollar rose strongly against the main currencies, as the foreign exchange market became convinced that despite lower U.S. prime rates, falling oil prices would provoke a flight of funds to the U.S.

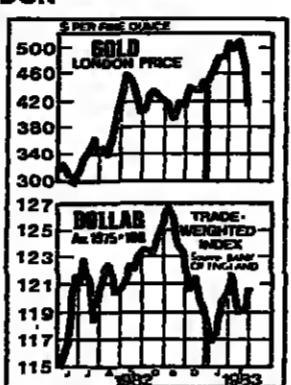
In London sterling closed at \$1.5150, equaling its lowest level since 1981.6, trading 1.8 pennings to close at \$1.5150.

New York the dollar closed at \$1.505 and sterling at \$1.5077.

In the foreign exchange markets it was thought that oil producers would increasingly need to sell gold and non-U.S. currency assets to meet dollar commitments.

The falling bullion price took its toll of South African mining shares, triggering one of the biggest daily falls on the Johannesburg stock market.

Shares in some marginal producers, with high production costs, fell about a fifth, while most gold min-



ing shares fell between 10 and 15 per cent.

Yesterday's precipitous drop in bullion prices was set in motion last Friday evening in New York, when late selling forced the price below \$450, supposedly a "resistance level."

Many speculators were left unable to finance further losses beyond the weekend, and they attempted to unload their positions when the Hong Kong market opened yesterday. Panic selling in Hong Kong then drove the price down below \$400, some \$100 lower than its level a week ago.

It appeared that the price might rally in Europe, although dealers

traded nervously with larger spreads than normal between their buy and sell prices. But further liquidations in New York sent Comex futures prices down to their limit soon after the opening, restricting trading for the day and thus forcing some sellers back on to the London market - and sending the price down again.

The Comex March settlement was \$400.5 (\$414.0).

Dealers said the rise in bullion prices in the past two months had been speculative, without much support from jewellery, fabrication or industrial demand. But a fall of this size and speed might be expected to be "corrected" in part in the next day or two, even though underlying demand remained weak.

John Edwards in London writes: Turnover on the London gold futures market jumped to a record 3,800 lots (of 100 ounces each). The previous peak was 2,800 lots in late October.

Part of the increased business came as a result of U.S. traders switching into London when the New York gold futures market was

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French frame under pressure, Page 2; Lex, Page 18; stock markets, commodities, currencies, Section III

Rumasa banks 'will go back to private sector'

BY DAVID WHITE IN MADRID

SPAIN'S private banking sector is becoming seriously concerned about pressure from the Left, including the Communist and Socialist trade unions, to keep the banks which have been expropriated from the Rumasa group under state control.

Mr Rafael Terres, president of the Spanish Private Banking Association, said yesterday that he had received clear assurances from Sr Felipe González, the Prime Minister, about the return of the banks to private hands once their financial situation had been sorted out.

Mr González had expressed the opinion that keeping the banks would result in excessive state control of the sector, and that the Government had no interest in holding on to them, Sr Terres said.

He added that Mr González had

made no exception to this among the banks.

The Government has made clear, however, that denationalisation of these banks is conditional on recovery of the state funds which have been used to put their affairs in order.

There is doubtless pressure on the left of the Socialist Party for the Government to implement the clause in its programme covering possible nationalisation of banks which now state money, and to retain a nucleus of its own banks.

The 18 Rumasa banks, which reopened their doors in most of Spain yesterday, account for roughly 5 per cent of the Spanish banking sector.

The largest, the relatively independent Banco Atlántico, has assets of about \$1.8bn.

Bankers point out that, in con-

junction with Banco Exterior, the state-controlled export credit bank, the state's interest in this sector put it in number one position by both assets and deposits, above the leading private banks Banco Central, Banesto and Banco Hispano-American.

Despite the looming battle over repatriation, most bankers are privately relieved about the expropriation measure.

This means that the weight of the Rumasa burden is not placed on the Deposit Guarantee Fund, the main instrument for previous bank rescues, whose funds come jointly from the bank of Spain and the banks themselves. Any operation by the fund on this scale would have required a sharp increase in banks' contributions.

Chase hits 'misuse' of interbank market

BY ALAN FRIEDMAN IN LONDON

THE CHAIRMAN of Chase Manhattan Bank, America's third largest bank in terms of assets, yesterday accused a number of banks of having "misused" the \$1,000bn interbank deposit system, the bank-to-bank market that keeps the world banking business ticking over.

Mr Willard Butcher, the Chase chairman, described the condition of the interbank market as "unhealthy" and said a number of banks had "run for cover" by withdrawing credit lines from the branches of banks from struggling debtor nations.

"I think when you see banks pull away from a major country, in a very short time, very substantial amounts of money, that cannot be healthy," said Mr Butcher.

He stressed that main U.S. and British banks had been standing by the interbank market; not withdrawing vital credit lines. There had been instances, however, of

large banks from other countries and smaller banks in all countries withdrawing bank-to-bank deposits during the world debt crisis.

"Some banks have clearly created some of the problem," he added. One of the dangers in the interbank market was that it was very easy to enter, according to Mr Butcher. The problems have arisen as banks have panicked and attempted to pull back their interbank deposits.

"No one is going to get out of the door all at once. That results in a liquidity crisis. That is what brings the system to a halt," explained the chairman, who is visiting London.

Mr Butcher singled out Lord Richardson, Governor of the Bank of England, and Mr Paul Volcker, chairman of the U.S. Federal Reserve Board, for special commendation for the way they have reacted to the problems of debtor countries.

A jolt in the interbank market

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AMERICAN Telephone and Telegraph (AT & T), the U.S. telecommunications group, said yesterday it plans another mammoth \$1bn share issue "in the near future".

The company, which also yesterday won the latest court battle over its divestiture plans when the Supreme Court approved the anti-trust settlement between AT & T and the U.S. Justice Department, said the proceeds of the proposed share sale will be used for general corporate purposes. They will also be used for advances to subsidiary and associated companies and for equity investment in these companies to enable them to meet the demand for communications services.

AT & T's last public share offering was in December when the company raised \$1.06bn through the issue of 17.7m shares - the largest offering ever.

Editorial comment: Budget; Venezuela

Lex: Vickers; Polly Peck; gold

Management: anatomy of a failed publishing venture

International markets: reports, prices... Section III

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Peru seeks jumbo loan, Page 18

Survey, Section IV

Opec accuses UK of holding up output deal

BY ROGER MATTHEWS IN LONDON

BRITAIN IS coming under increasing sharp criticism from members of the Organisation of Petroleum Exporting Countries (Opec) for refusing to co-operate more fully in their efforts to prevent a collapse in world oil prices.

Saudi Arabia and the Gulf states believe that significant progress has been made in the past six days towards acceptance by Opec and non-Opec members of the need for an orderly and controlled cut in prices.

"Consensus has been reached on a cut of \$4 to a new reference price of \$30 a barrel," a senior official said last night. "What we are now arguing about is quotas and there is still some work to do on that.

If it was not for the attitudes of Britain and Iran, I would be confident of a global agreement in principle," he said.

The British Government was said to have "responded encouragingly to informal talks with Opec Ministers and their emissaries, despite its rhetoric about refusing to participate in any price fixing." What remained to be seen was whether concern will be translated into action or whether the old attitude of maximising output will continue to prevail.

This accurate reflection of Gulf thinking came after a weekend visit to London by Sheikh Ali Khalifa al-Sabah, Kuwait's Oil Minister, the latest in a line of Opec visitors. The Department of Energy refused to confirm that Sheikh Khalifa had been in London or that he met British officials.

A spokesman said the Government was "not involved or interested

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UK energy costs down, Page 9

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OVERSEAS NEWS

India imposes £470m extra tax in budget

BY K. K. SHARMA IN NEW DELHI

INDIA'S Finance Minister, Mr Pranab Mukherjee, yesterday imposed additional taxation of Rs 7.15bn (£470m) in his annual budget for 1983-84. The budget is designed to strengthen production, promote essential investment and encourage savings, he told parliament.

Most of the heavy additional taxation has been levied on companies in the form of both direct and indirect levies but businessmen's fears that the budget would disproportionately increase the burden on them have not materialised.

The blow of increased taxation has been softened by incentives for investment and higher exports. In particular, to stimulate the flow of foreign exchange from Indians abroad, a scheme for a low 20 per cent income tax on their investments in India has been devised.

The Finance Minister left uncovered a huge deficit of Rs 15.6bn, higher than the record Rs 13.4bn budgetary gap

of last year. He has obviously taken this risk because last year's gap did not lead to inflationary pressures.

Developmental expenditure has been raised by 22 per cent to Rs 255bn in a bid to achieve growth. In 1982-83 GNP grew by a nominal 2 per cent.

In particular, substantially higher investments are to be made to increase India's production of crude to 26m tonnes in 1983-84 compared with the 21.5m tonnes expected in 1982-83.

Higher investments are also to be made to increase coal production and electricity generation.

This should enable the country to cut its energy imports and thus effect savings in foreign exchange and reduce the trade gap as required by the International Monetary Fund which has given a three-year \$5.7bn loan to India.

The Minister said the trade gap in 1982-83 would be lower than in the previous year

Australian interest rates hit by poll jitters

By Michael Thompson-Noel in Sydney

PRE-ELECTION jitters are affecting interest rates in Australia, and were the partial cause yesterday of a capital outflow estimated at about A\$300m (£136m), bringing the estimated outflow in the past four days to about

Exaggerated reports of the size of the outflow—together with gloomy comments by Government Ministers—have become self-fulfilling, and have added to the disruption in the money and foreign exchange markets.

The initial panic was caused by broadly-based opinion poll evidence of an 8.1 per cent lead for the Australian Labor Party (ALP) over the ruling Liberal-National Party coalition in the run-up to this Saturday's general election.

Yesterday, there were widespread rises in money market rates, with 90-day bank bill rates up 2 per cent higher at 17.9 per cent, compared with 11.45 per cent on February 3, when the election was announced.

At the same time, the Australian dollar fell from US\$0.9658 to US\$0.9606.

Mr John Howard, the Federal Treasurer, sought to pin the blame for rising interest rates solely on the prospect of a Labor win on Saturday.

"It is already happening," he told a group of businessmen in Canberra. "The portents are already there. The market is already reacting, and indeed there can be no other explanation after a period of four to five weeks as to why these pressures should be developing."

Mr Paul Keating, Labor's economic spokesman, said, however, there was no evidence of capital flooding out of Australia. Reserve Bank figures published yesterday showed that in the week to last Wednesday there was a reduction of only A\$34.4m in the country's holdings of gold and foreign exchange reserves.

Gandhi urges non-aligned consensus

NEW DELHI—India's Prime Minister, Mrs Indira Gandhi, yesterday told her country's delegation to the non-aligned conference starting in Delhi today that its task was to "negotiate, skirting disruptive controversies."

Mrs Gandhi, who will chair the summit, said discussions should concentrate on broad issues such as disarmament.

The summit is likely to urge stopping nuclear weapons tests, a freeze on nuclear arsenals, and eventual adoption of a nuclear disarmament programme.

Mr Shamir told Mr Habib again yesterday that there has to be an Israeli presence in Southern Lebanon in some form or another for an agreed limited period after withdrawal

Japanese motor sales boost January exports

BY CHARLES SMITH, FAR EAST EDITOR IN TOKYO

JAPAN'S motor exports rose above year-ago levels in January for the first time in 15 months, the Japan Automobile Manufacturers Association announced yesterday.

Exports of four-wheeled vehicles were up 4.1 per cent in a year ago at 471,800 units while passenger cars alone recorded a 7.2 per cent rise to 332,700 units.

Particularly bright were exports sales of small cars—up 10.5

Israel plays down 'pact' on pull-out from Lebanon

BY DAVID LENNON IN TEL AVIV

ISRAEL is playing down Lebanese reports that agreement is near on the terms for an Israeli withdrawal from Lebanon. While there is general agreement on some issues, the sides are still far apart on the details, officials in Jerusalem noted yesterday.

Unconfirmed reports from Washington state that the Reagan Administration has now set Easter as a target date for the withdrawal. But there is no indication that Israel is yet willing to make any compromise over the vexed issue of future security arrangements, in Southern Lebanon.

Mr Philip Habib, special U.S. envoy, who is trying to aid the negotiations, reported yesterday to Mr Yitzhak Shamir, the Israeli Foreign Minister, on his recent talks in Beirut.

Officials here said that the U.S. ambassador had not achieved any major progress in his talks with the Lebanese

leaders. Despite the optimistic mood of Mr Shafik Wazzan, the Lebanese Prime Minister, in a recent interview, Jerusalem still sees little basis for talking about "new energy and vitality" in the negotiations.

Lebanon has agreed in principle to Israel's demand that a security zone of between 40 and 50 kilometres be established in Southern Lebanon and is also prepared to open its border to the future movement of goods and people to and from Israel.

But Beirut, with the backing of Washington, is refusing to accept Israel's demand that, after the withdrawal of its occupation force, some Israeli troops will remain in Southern Lebanon to man five anti-guerrilla posts.

Mr Shamir told Mr Habib again yesterday that there has to be an Israeli presence in Southern Lebanon in some form or another for an agreed limited period after withdrawal

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Thailand reconsiders energy programme

BY STEWART DALBY, RECENTLY IN BANGKOK

UNCERTAINTY over world oil prices and confusion about the extent of offshore gas reserves is causing Thailand to reconsider its ambitious \$3bn (£13.8bn) energy based development programme.

Almost two years ago, the Thais drew up an integrated plan for its so called Eastern seaboard. It included:

• A gas separation plant;

• A fertiliser plant making urea and capable of production of 260,000 tons a year of nitrogen content and 190,000 tons a year of phosphorous content;

• An upstream ethylene cracker or plant using ethane propane for ethylene and propylene which would provide feedstock for a downstream petrochemicals complex.

The cost of these and related projects has been put at \$2.5bn by the Ministry of Finance in Bangkok.

Of this, the government expects to put up between \$800 and \$1.2bn, most of which would be raised abroad.

Dr Tongchai Hongladarom, Governor of the Petroleum Authority of Thailand, estimated that the total cost of further exploration, production, transmission and use of Thailand's petroleum resources would exceed \$5bn over the next five years.

This compares with Thailand's total foreign borrowings of \$3bn. This excludes direct private foreign investment, but includes some private borrowing by corporations as well as by utilities.

The overall aim of the programme is to reduce dependence on imported energy, and expand energy and energy related exports in an effort to reduce the country's foreign trade deficit.

In 1981, Thailand imported 76 per cent of its energy needs in the form of fuel oil. This bill amounted to 42 per cent of total imports in value terms.

The cost of imported energy fell in 1982, partly because the gas from the Erawan oil field in the Gulf came on stream and was pumped to the power stations, but largely because of the drop in world oil prices.

If all had gone according to plan Thailand, by the mid-1980s would have reduced its dependence on imported energy from the 76 per cent level to around 40 per cent. Thailand has

1981, Jonathan Sharp reports from Bangkok. PTT officials said the improvement was due mainly to the lower cost of imported oil on which Thailand is still heavily dependent.

dropped to £1.2bn.

Plans have gone awry, partly due to the fact that the fall in world oil prices has caused the Thais to examine whether in the short and medium term it would not be more economic to import energy rather than produce it themselves. Added to this is the concern that gas reserves in the Gulf possibly do not exist in the quantities originally thought.

Because of this uncertainty, Thailand has decided not to export its national resources. The idea of selling LNG abroad, including the Japanese export plan, has therefore been abandoned for the present. In any event the decline in oil prices makes the notion of exporting energy dubious as gas prices are related to oil prices.

At the same time as reducing imports, the country could start exporting energy and energy related products. There has been talk of fertiliser being exported.

Thailand does not at present make its own fertiliser, but does have mixing plants.

In particular, Thailand planned to export liquefied natural gas (LNG) to Japan, which would have helped solve the balance of payments deficit. A figure of \$1bn was mentioned as what could be earned in exports.

In 1982 Thailand had a trade deficit of \$1.8bn. After invisibles were taken into account, most notably tourist earnings and remittances from workers abroad, the balance of payments account

and possible reserves are 25 trillion.

A gas pipeline stretching 125 kilometres to the sea and 170 kilometres (106 miles) onshore to Bangkok's power stations has been built at a cost of \$500m.

Gas should be now coming through the pipeline at 250m cubic feet a day, but Union Oil is only producing 110m a day.

Thailand's total energy needs are 300,000 b/d of oil or oil equivalent. The gas flow translates into just 7 per cent of energy needs.

The confusion over reserves and prices has placed question marks over a number of the energy related projects.

An official at the Ministry of Finance admitted that it is unlikely that the fertiliser plant will be on the scale originally envisaged. The soda ash plant could also be a casualty. Construction of the gas separator plant has already begun and this will certainly be completed.

However, the downstream petrochemical complex will probably have to wait a few years before being given the go-ahead. Other projects will be delayed and some scaled down.

The Thais are not concerned about this, however. Rather they are pleased that they have not overextended themselves in the energy field at a time when revenues are dropping.

President Diouf set to win Senegal election

BY OUR SENEGAL CORRESPONDENT

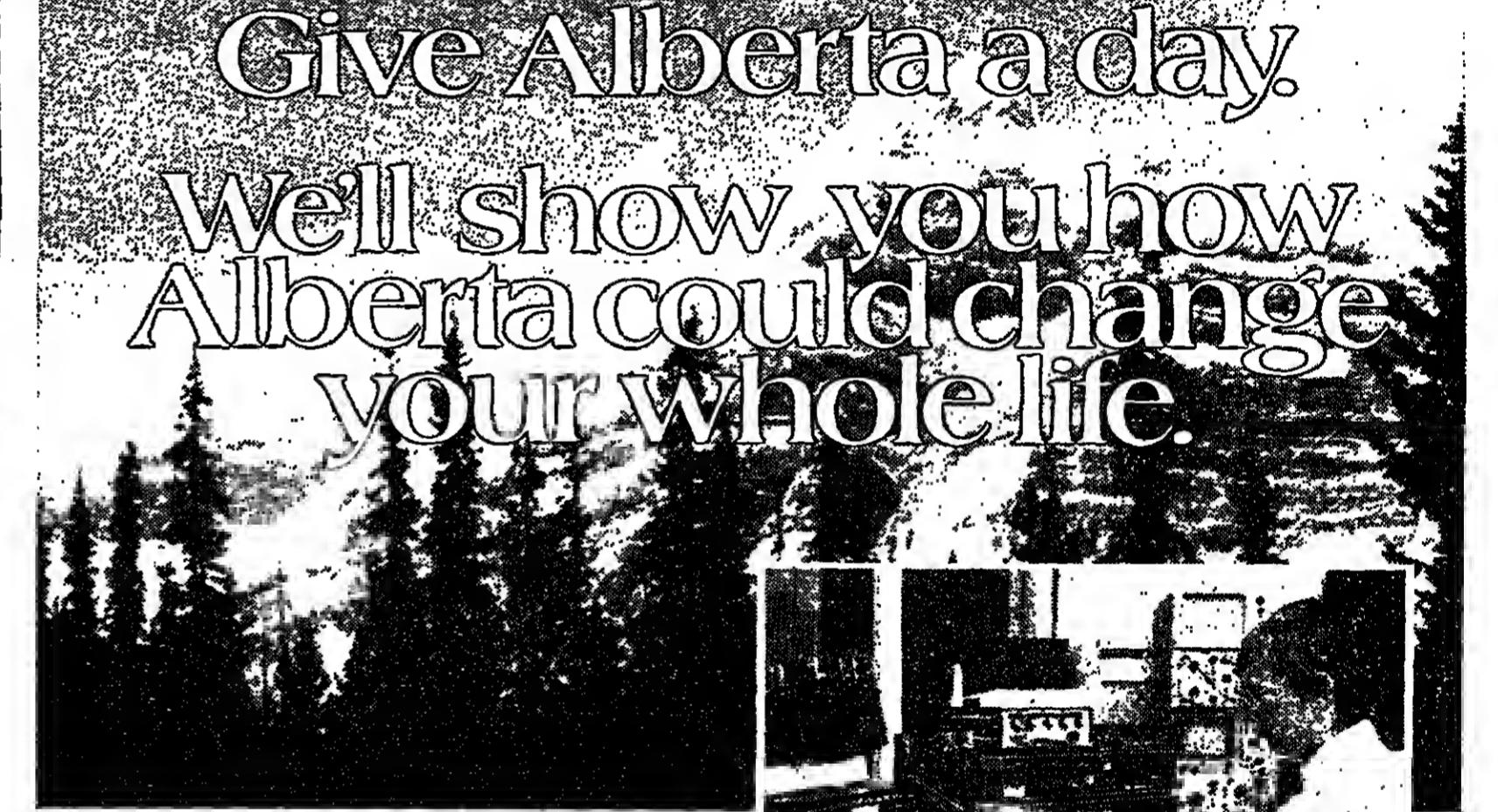
BOTH President Abdou Diouf and the ruling Parti Démocratique Sénégalais who polled about 13 per cent each, slightly less than in the last national elections in 1978.

Early results showed President Diouf had won about 55 per cent of the votes cast and his Parti Socialiste only slightly less.

The nearest challenge came

from Air Abdoulaye Wade, a lawyer, and his Parti Démocratique Sénégalais who polled about 13 per cent each, slightly less than in the last national elections in 1978.

Despite a wide choice of presidential candidates and political parties, only 56 per cent of Senegal's potential 2m voters actually voted.



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AMERICAN NEWS

Brazil attempts to delay payments on bridging loans

BY ANDREW WHITLEY IN BRASILIA

THE International Monetary Fund's expected approval yesterday of loans to Brazil totalling \$5.4bn (£3.5bn) over the next three years clears the way for the disbursement next week by the country's commercial creditors of the first part of a \$4.4bn jumbo loan signed last Friday.

But even with these major hurdles behind it, Brazil's liquidity problems in its external payments will continue for several more months.

Revised efforts are therefore being made to delay payments now falling due on emergency loans extended over the past five months by foreign banks and governments.

Over the weekend, Sr Carlos Langoni, Brazil's central bank governor, said the U.S. Treasury had agreed to lend Brazil a further \$400m, bringing the total conceded by the U.S. to \$1.92bn since last November.

The latest loan is to cover the country over the next week until it receives \$1.4bn out of the jumbo loan, according to the central bank. Last week, the U.S. Treasury denied it had agreed to provide further assistance to Brazil.

Sr Langoni said all the efforts of Brazil's economic team were currently being directed at creating greater liquidity and rebuilding the depleted foreign reserves.

Brazil is also seeking immediate relief from debt repayment on two other fronts—the \$2.3bn "bridge loans" provided in the last quarter of 1982 by leading U.S., European and Japanese banks, and the \$1.45bn provided by the Bank for Intern-

ational Settlements.

According to Sr Langoni, Brazil has had a "positive response" to its request, made in New York last week, to delay repayment of half the total bridge loans. These were originally granted for 90 days but must have already been rolled over at least once.

One U.S. banker involved commented recently that his bank considers their bridge loan an "evergreen" one, with no early hope for repayment.

Brazil is also still pressing the BIS for a 90-day delay on the \$400m repayment due to have been made to the central banks of 12 leading industrial countries today. So far the BIS has agreed only to a 15-day delay.

With the country going through what some Brazilian commentators have called its worst economic crisis since the 1930s, President Joo Figueiredo was due to make a rare nationwide address on radio and television last night to defend the Government's actions.

The Government has come under increasing criticism from the press and opposition politicians for its handling of the economic crisis. It has also faced a series of political scandals linked directly or indirectly to the military-run National Intelligence Service, the SNI.

The new Federal Congress opens today, for what is expected to be a stormy session.

For the first time since the military coup of 1964, the combined opposition parties have a majority in the Chamber of Deputies, the lower house.

Moscow's missiles 'lack accuracy for first strike'

WASHINGTON — U.S. Monitoring of Soviet missile tests has shown that Moscow's nuclear arsenal is not nearly accurate or reliable enough to destroy U.S. missile sites in a first strike, U.S. intelligence officials said yesterday.

Contradicting the Reagan Administration's case for building a costly MX missile, the officials said the monitoring showed that, in the foreseeable future, Soviet missiles would not be able to wipe out the existing U.S. minuteman force.

An official who has access to and has evaluated the tape-recorded test data said: "The missile is not even within the ballpark (nowhere) capable of being able to launch a first strike against our minuteman missile silos, not even with their large, powerful warheads."

One of the top private weapons experts, Mr Koste Tsipis of the Massachusetts Institute of Technology, said he was about to issue a study which

also concluded that the Pentagon has generally exaggerated Soviet missile accuracy.

President Reagan and the Pentagon have warned repeatedly of a "window of vulnerability" that would allow the Kremlin to launch a first strike with highly accurate intercontinental ballistic missiles destroying U.S. ICBMs in their silos.

Mr Reagan says the controversial \$40bn MX is needed to match Soviet ICBM accuracy, but for two years he has been unable to find a way of deploying the missiles to protect them from a first strike which is acceptable to Congress and to the military.

An official familiar with the Soviet test data said it cast doubt on the first-strike threat and the need for the MX.

He said the data on all tests since 1978 of SS-18 and SS-19 missiles, the most advanced Soviet ICBMs, had been gathered by U.S. satellites and ground stations.

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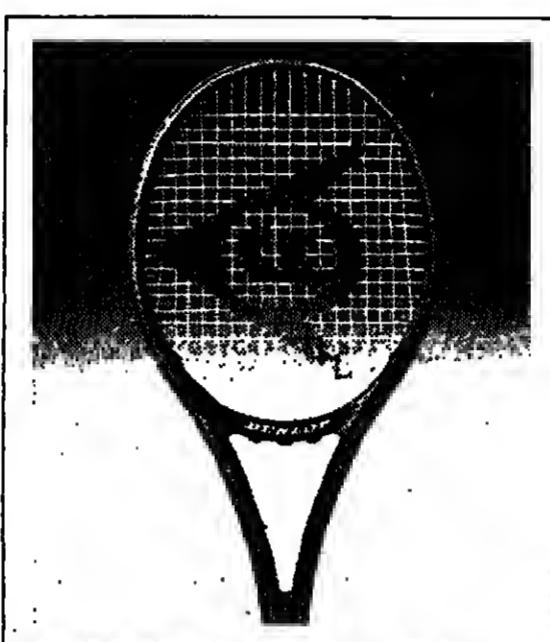
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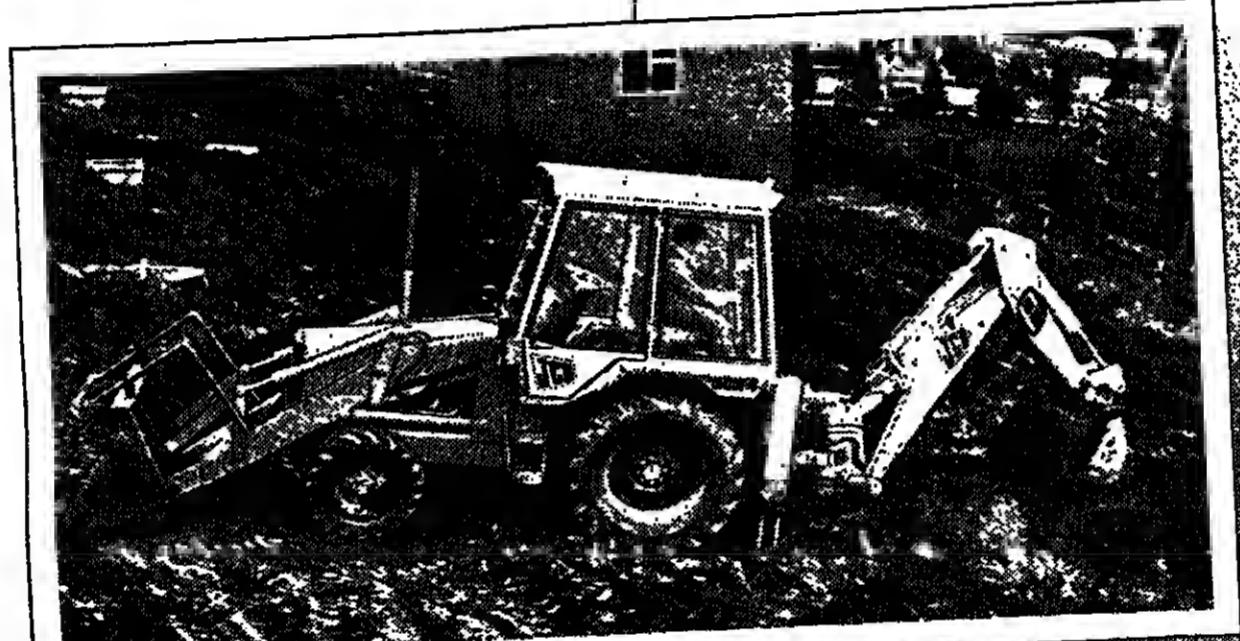
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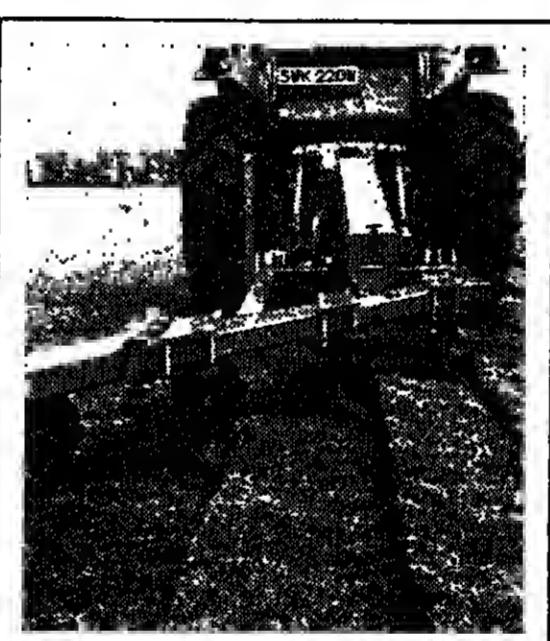
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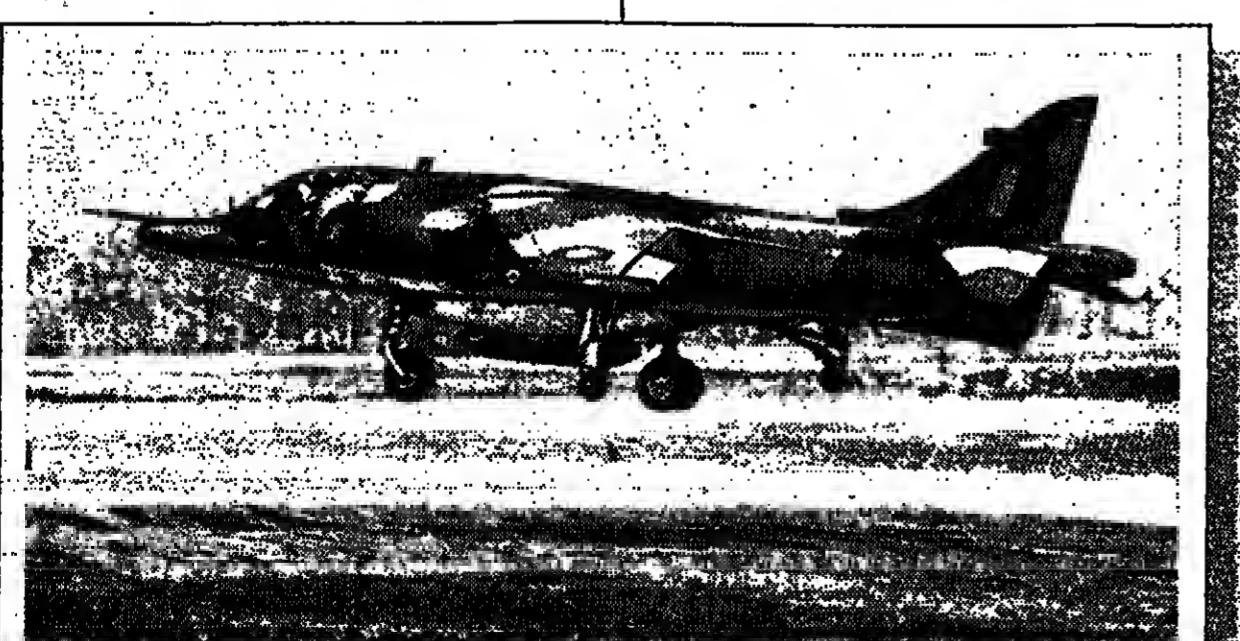
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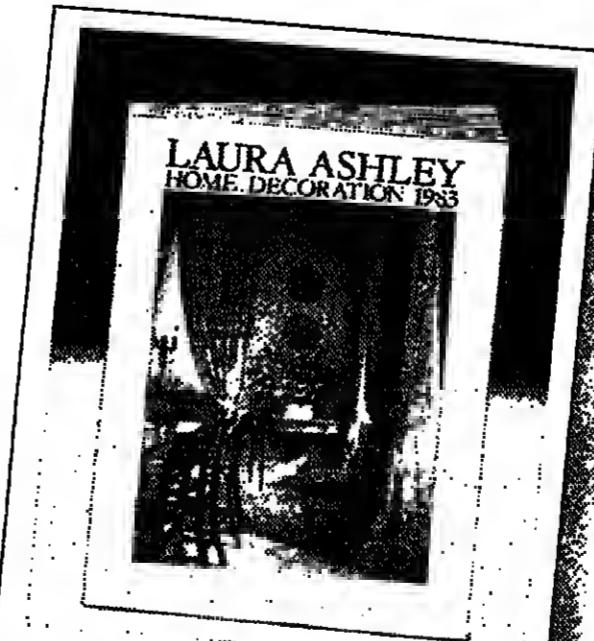
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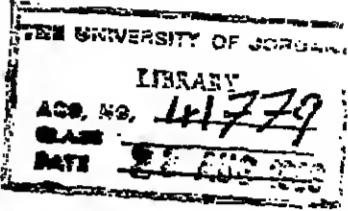
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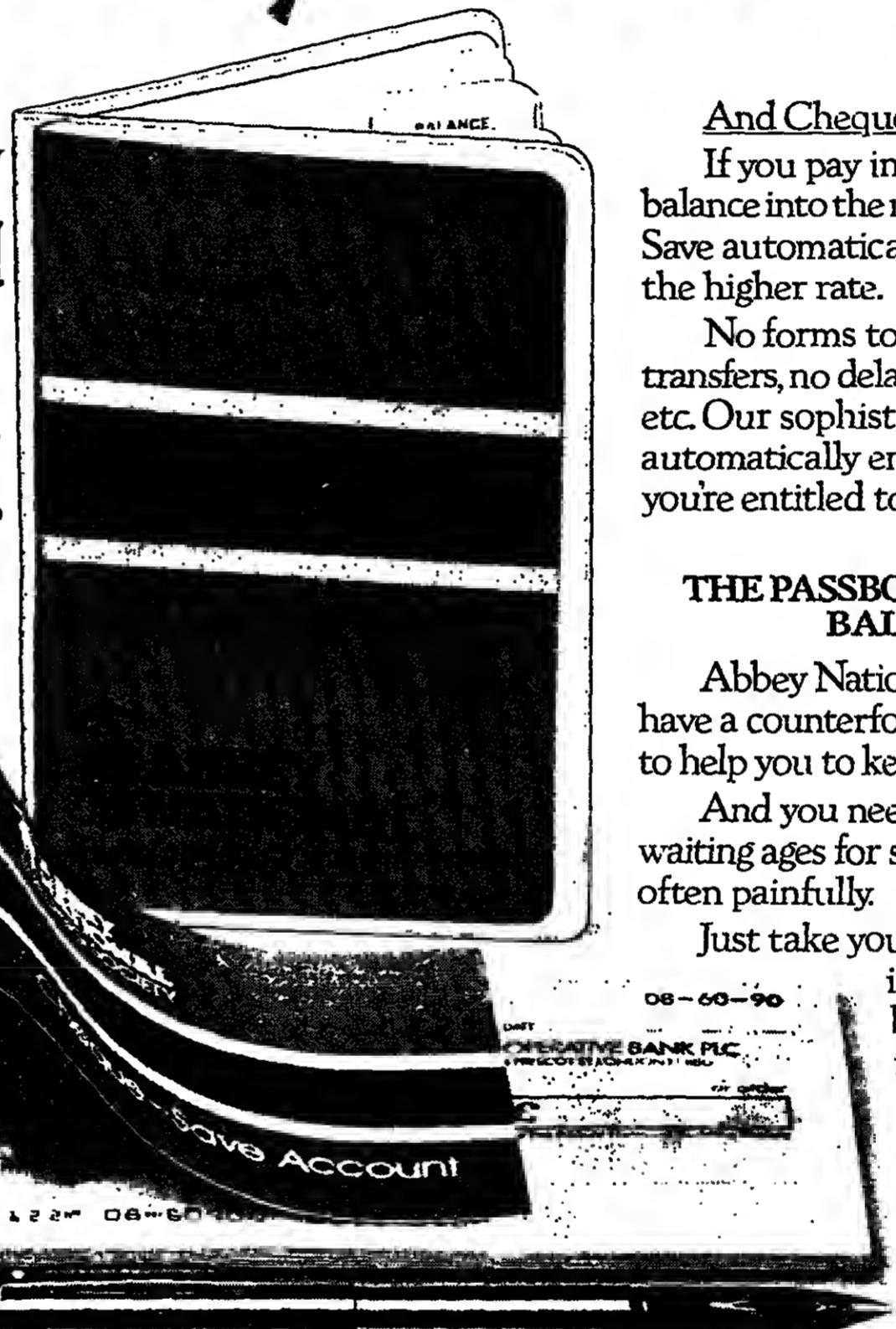
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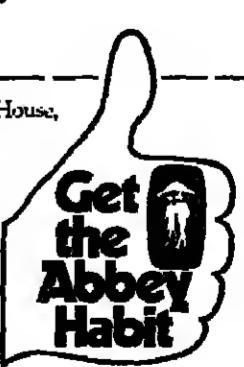
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UK NEWS

Why cable TV must start soon

BY GUY DE JONQUIERES

ANY DELAYS in starting the construction of new cable television systems will jeopardise the industry's growth and deter potential investors, according to a study by Deloitte, Haskins and Sells, the accountants and management consultants.

The study recommends that the Government speed up investment by granting some franchises for cable systems before its planned legislation is approved by Parliament next year.

Deloitte's experts believe cable must establish itself fast if it is to compete effectively for consumers' spending against other mass-entertainment media such as direct broadcasting by satellite (DBS), due to start in 1986, and increasingly popular video cassette recording (VCRs).

Deloitte is advising about a dozen large clients, including Merseyside Cablevision, which is interested in investing in cable.

It is expected that cable systems can be profitable for those able to afford the £15m or more needed to build a network, but they warn that a franchise will not be a license to print money, particularly in the early years.

Deloitte also forecasts that net-

works started in the first two or three years will use conventional coaxial copper cable and the "tree and branch" technology already well established in the U.S.

The technology needed to build much more sophisticated "switched star" networks using advanced optical fibre cables will not be commercially available until 1985-86, it says.

The Government hopes cable investors will boost British industry's expertise in advanced fields such as opto-electronics by building all-fibre optic "switched star" networks, which operate like a telephone system and would give subscribers an unlimited choice of two-way channels.

However, even the Government's proposal to grant 20-year franchises for "star" networks - against 12 years for simpler "tree and branch" systems - will not induce investors to use the more advanced technology in the foreseeable future, says Deloitte.

"If the Government insists on starting with 'star' systems, no one will invest in cable," says Mr Peter Hazell, the Deloitte partner heading the study.

Publication of Deloitte's findings, based on computerised analyses, appears intended to influence Gov-

ernment thinking at a critical stage in the drafting of the White Paper on cable television policy. The White Paper is expected to be issued next month.

According to Deloitte, the commercial success of private investment in multi-channel cable television systems in Britain will hang on a number of criteria and several important hurdles must still be surmounted. These include:

- The early award of franchises for a minimum of 10 years.

- The availability of existing ducts in areas where cable is to be laid. It will be uneconomical to dig up roads to lay new ducts. Cable consortia, including British Telecom, which has access to a huge network of telephone ducts, will have an advantage, though cable could also be laid in sewers.

- Post-tax rates of return will depend on whether investors have other profitable activities to which they can apply the tax relief generated by cable systems in the early years.

- Deloitte has drawn up a list of 35 prime franchise areas in Britain. It says cable will do best in areas which have a high proportion of fairly affluent families with children and relatively few old people.

It has prepared on its computer model a forecast for one of the areas, Luton and Dunstable, in Bedfordshire. The forecast assumes the area will be cabled within three years, at a capital cost of £14,000 per mile of cable and at a connection cost of £110 per home.

It also assumes that half the homes able to receive cable will subscribe by the seventh year, and that monthly charges for basic cable service will be £12, including VAT, per home. The cost of providing programmes is set at £6 per home per month.

Battery plant to close

By Mark Meredith
Science Editor

CEGPH HAS won the £1m design contract for twin 600 MW turbo-generators for Sizewell B, the pressurised water reactor at the Central Electricity Generating Board (CEGB) hopes to build in Suffolk.

The design contract should be followed by a manufacturing contract worth about £120m next year, provided the Government gives approval for Sizewell B to proceed.

The CEGB said yesterday that it was the unanimous decision of its board to award the contract to GEC, after a request to GEC and Northern Engineering Industries last December to resubmit their tenders with all commercial qualifications removed. Original tenders from both companies had contained commercial qualifications requiring subjective judgments.

CEGB felt that a contract to this magnitude should not be made on the basis of such qualifications.

Mr John Baker, the CEGB's member for commercial affairs, said yesterday that the board considered that it was not its duty to award the contract on social grounds relating to which contractor was most in need of the work. But if, and when, further contracts were placed for PWRs, they would be awarded on the basis of competitive tenders.

Crompton Parkinson's difficulties follow those of Ever Ready which has seen a gradual fall in its market share from between 80 and 90 per cent of total UK sales in 1979 to between 60 and 70 per cent in 1981.

Market analysts expect UK battery sales to mirror those of the U.S., where alkaline batteries outsell zinc carbon by two to one. At present zinc carbon sales have just over 65 per cent of the UK market.

The closure is another blow to unemployment in Dundee, now nearing 17 per cent of the working population. In January the Timex Corporation shed 1,900 of its Dundee work force and ended manufacture of mechanical watches.



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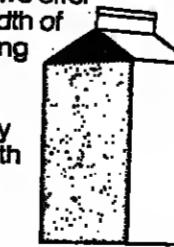
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Adjusted
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Per Share

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Coalfields support Welsh pit strike

By Robin Reeves

THE THREAT of the South Wales miners' strike over pit closures spreading to other areas increased significantly yesterday when leaders of miners in Yorkshire decided to call out their 65,000 members in support of the Welsh stoppage from next Sunday.

Indications of support also came from Derbyshire miners. The Scottish miners' executive is to meet today to discuss its position.

News of the Yorkshire decision reached south Wales as some 300 Welsh strikers decided to end a five-hour occupation of the National Coal Board's Cardiff headquarters. They were publicising the start of their protest against the planned closure of the loss-making Lewis Merthyr-Tydfil colliery near Pontypridd.

An all out strike by the Welsh coalfield's 23,500 miners at 33 collieries began yesterday and was reported to be 100 per cent solid. Some 4,500 pickets were being mobilised to try to stop the movement of coal, and gather support from other unions.

Rail, dock and seafarers unions have indicated their backing. British Rail said the dispute would mean the loss of £750,000 a week in freight revenue. However power station stocks of coal are said to be adequate for many weeks' electricity production.

Mr Philip Weeks, the NCB's South Wales director, insisted yesterday that there could be no respite for Lewis Merthyr, which the board says must close in July. It was impractical to continue mining at the colliery.

But all the 503 miners at the pit would be offered alternative jobs within reasonable travelling distance.

Government support for this stand was confirmed in the House of Commons yesterday. Mr John Moore, Energy Under Secretary, said the coal industry had received investment funds totalling £4.5m under the past two governments. But uneconomic pits had to close. The colliery in question was losing money at a rate which was expected to reach £1m a year.

Energy costs 'now in line'

By Our Parliamentary Staff

BRITISH industrial energy costs are now in line with the rest of the European Community, Mr Nigel Lawson, the Energy Secretary, told the House of Commons yesterday.

Mr Lawson drew on a report by the Confederation of British Industry showing that prices paid for energy in the UK "in general compare well with those in the rest of the European Community."

He agreed, after questioning that the price of heavy fuel oil, including tax was higher in the UK than in the rest of the Community. But he said fuel oil was not the biggest item in industry's energy costs.

Main parties offered hope for key by-election

By Peter Riddel, Political Editor

THE FORTHCOMING by-election at Darlington, in the North East of England, appears to be wide open between the three main political parties. Polling will take place on March 24.

Labour is defending a majority of only 1,052. It is a contest which is seen as a key indicator of the future pattern of British politics after last week's Liberal Party landslide in winning Bermondsey, a former Labour stronghold.

A Market and Opinion Research International poll published yesterday in the Standard newspaper gives Labour 38 per cent of the vote at Darlington, the Conservatives 32 per cent and the Liberal/SDP Alliance 30 per cent. But a large proportion of the electorate was undecided or unwilling to say how it would vote.

SDP and Liberal leaders yesterday tried to resolve differences provoked by weekend comments about who should be their candidate for the party at the next general election.

Lloyd's funds used for house deals

By John Moore City Correspondent

TRADING funds of members of a Lloyd's insurance syndicate, which includes Mr Robin Leigh-Pemberton, the newly-appointed Governor of the Bank of England, have been used to finance the house purchase arrangements of members of staff of an underwriting agency company which looks after the affairs of the members.

About 600 members of the syndicate, whose members include Mr Leigh-Pemberton, have been helped by the underwriting agency, Edward Williams Coutts & Partners, after the start of an informal fact-finding inquiry into its affairs by the newly-formed Lloyd's regulatory investigative unit.

The Lloyd's informal inquiry is focusing on the relationship of three of Edward Williams Coutts's

executives with Orbells, an insurance consultancy, Nicholas Reinsurance, an insurance and reinsurance company in which Orbells has a shareholding, and the relationship of Orbells with Nicholas Securities.

In a letter, Edward Williams Coutts & Partners says the companies had traditionally been used to generate funds that could be loaned to agency staff to assist them in becoming members of Lloyd's; to finance staff mortgages at concessionary rates; and to some extent defray expenses which would otherwise have fallen on the managed syndicates.

According to the agency yesterday, not more than about 20 of the staff had used the mortgage facility.

1,000 dock jobs to go

By Brian Groom, Labour Staff

PORT EMPLOYERS are expected to tell unions tomorrow they are planning up to 1,000 voluntary redundancies among Britain's 15,300 registered dockers in a scheme providing maximum severance payments of £22,500 a head.

The National Association of Port Employers is also believed to have asked the Government for further relief from the levy funding dock severances in addition to the substantial debt write-off and re-scheduling announced last year.

The redundancies will be mainly in London and Liverpool, but there will also be some in Bristol, South Wales and Scotland.

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UK NEWS

Investors set to give airships a long-awaited lift-off

A £3.5m rights issue now planned by Airship Industries, the manufacturer of "lighter-than-air" craft, seems likely to ensure that not only in time will the spectacle of airships flying over the UK and other countries become more familiar, but also that quantity production of such craft will be re-established.

It is something hardly seen in the UK since the early 1930s when the UK Government's airship programme was abandoned in the wake of the famous R-101 airship disaster. Only when the first Skyship 500, built by Airship Industries, began flying in September, 1981, did the prospect of a new airship manufacturing industry begin to take shape.

It has gathered momentum quietly but steadily since then. The Skyship 500 gave pleasure to many thousands of visitors to last year's Farnborough air show, and that craft, possibly the forerunner of a long line, has also performed on the Continent, and has taken part in flight trials over London's Docklands.

Now, the aim is to set up a steady production line, building perhaps half a dozen or so craft initially a year, but expanding beyond that as demand requires.

Airship Industries itself was set up in the Isle of Man in 1978, in an attempt to establish a dream long-held by some enlightened engineers for a revival of the airship as an economic aerial vehicle, capable of flying quietly, slowly and cheaply, and performing a wide range of tasks.

The present production craft, Skyships 500 and 600, feature the use of helium, a non-inflammable gas that eliminates the dangers associated with the earlier hydrogen-filled airships.

The craft also make extensive use of modern, lightweight, high-

strength materials, such as carbon-fibre, glass-fibre and Kevlar.

They are each powered by two German Porsche air-cooled petrol engines driving variable-pitch propellers, housed in ducts which can be swivelled to give vertical take-off and landing. These ducts improve the propulsive efficiency at low-speed, provide considerable noise reduction, and protect passengers and ground staff from rotating blades.

As a result, the currently flying Skyship 500 is a quiet, slow, stable platform, suitable for a wide range of military and civil uses. The passengers and crew are housed in a gondola slung beneath the large "envelope" or hull of the craft. Top speed is 62 knots, and normal cruise is about 52 knots. The range is up to 480 nautical miles.

The military tasks envisaged include offshore patrols for anti-submarine warfare, coastguard activities, oil rig surveillance, mine-sweeping, and airborne early warning of the approach of hostile aircraft.

In a civil role, the Skyships can be used as aerial observation platforms for pipeline inspection, traffic surveillance, aerial survey and photographic work, aerial advertising and broadcast relay for both TV and radio.

Airship Industries plans this year (up to end-March, 1984), to build three Skyship 500s costing about £1.25m each, and five Skyship 600s, costing £1.6m each.

The craft also make extensive use of modern, lightweight, high-

ure have failed to appreciate the significance of the qualifications it has appended to its figures, says the CEGB.

Its latest analysis, which runs to 14 pages, offers eight different scenarios.

Mr Baker said yesterday it would be submitted to the public inquiry into the Sizewell B project, as a reference document, and the CEGB expected to be cross-examined on it.

Mr Fred Bonner, CEGB deputy chairman and board member for finance, said the most unpleasant surprise for him in the latest analysis was the way re-processing costs for Magnox fuel had risen. He believed, however, that the price charged by British Nuclear Fuels would "flatten out" in the next two years.

In it, Mr Baker says the CEGB's Magnox nuclear stations "look as if they will prove to have been a good economic investment, particularly if, as we now hope, it may be possible to extend their operating lives to an average of 30 years."

The letter continues: "They certainly show significant savings compared with oil and, on the 30-year life, are at least as good as, if not better than, coal-fired stations."

Mr Baker adds that for future stations, using the well-established technique of net effective costs, Sizewell B "stands out as the best choice for large-scale generating plant for the CEGB system."

British electricity generating costs have been a highly contentious topic for several years past, principally because critics of its figures

Nuclear energy is still best buy, says power cost report

By David Fishlock, Science Editor

FRESH ANALYSES of British electricity generation costs, which load far more costs onto nuclear energy than previous appraisals, still suggest that nuclear energy is the best buy, but by a narrower margin than before.

The new analysis, carried out by the Central Electricity Generating Board (CEGB) and checked for completeness by its accountants, Peat, Marwick and Mitchell, has been sent to MPs today with a covering letter from Mr John Baker, board member for commercial affairs.

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THE MANAGEMENT PAGE: Small Business

EDITED BY CHRISTOPHER LORENZ

THE WHEEL has turned full circle for Hugh Salmon. Six months after the traumatic collapse of his first business venture, the 26-year-old former account executive with advertising giant, Ogilvy and Mather, started work yesterday with another large company.

Older and wiser as a result of his bold, if sadly ill-fated, attempt to break into magazine publishing, Salmon inevitably perhaps looks back on the events of last year with a mixture of bitterness and regret.

For while, happily, he is still young enough to rebound his career, the shattered dreams and, more painfully, the £3,000 overdraft which he still has to pay back to National Westminster Bank make him understandably wary of those who tell you that self-employment lies the road to self-fulfilment.

"Normally people of my age would be thinking of buying a house but I certainly can't contemplate that at the moment," he explains ruefully. "And if I wanted to get married, I couldn't. I can quite see how another man in my position with, say, big family commitments could do something desperate like jump off London Bridge or swallow a bottle of pills."

Hard-headed observers will no doubt point out that while sympathy may be in order for Salmon, the rise of SFX is something all budding entrepreneurs have to take into account. Some of the other people directly involved with SFX Publications, moreover, insist that Salmon made a number of mistakes which contributed to his downfall.

Humbling

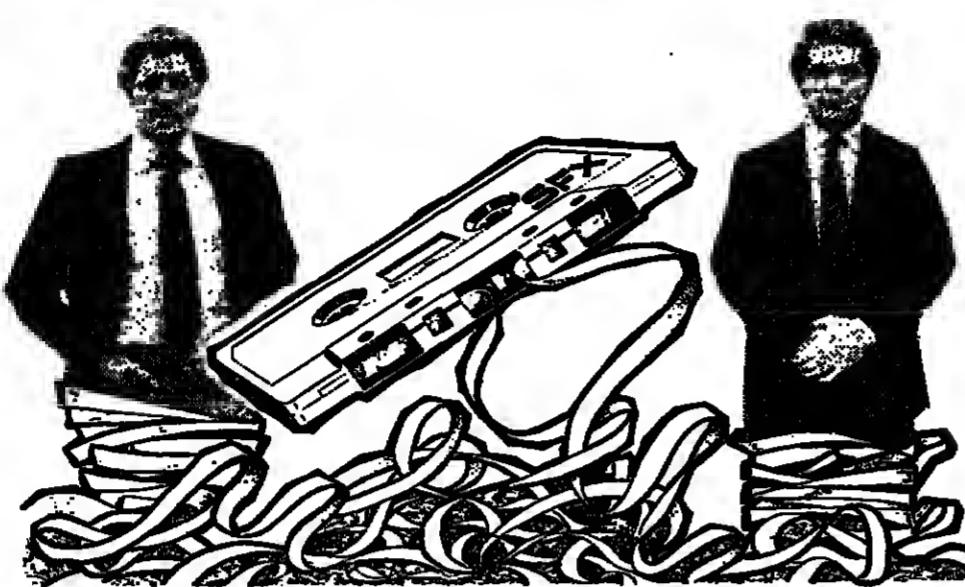
While it would be rash and vindictive for an outsider to attribute blame for the failure of SFX, the story of its demise contains the important and humbling lesson that the best and most original ideas can get disastrously wrong when converted into a business.

SFX (studio jargon for Sound Effects) was a 60-minute cassette of music and news from the music industry, issued fortnightly, and billed ambitiously as "a new concept in magazine publishing."

Aware that 75 per cent of homes in the UK have cassette players, that 14m "Walkman" type cassette players have been sold and that about 3m cars carry cassette players too, Salmon spotted the opportunity to launch an audio version of the consistently well-written music magazines (viz Melody Maker and New Musical Express). The plan, which took

Anatomy of a failed publishing venture

BY TIM DICKSON



Derek Ralston (left) and Hugh Salmon: didn't quite get it taped

shape in mid-1981, was to tape interviews with artists, take in reviews of the latest records and carry up-to-date news of what was happening in the music industry at large.

The music business probably attracts more than its fair share of "get-rich quick" ideas but nobody can say that SFX was simply the harebrained scheme of a young advertising pup.

SFX attracted, for example, the keen interest of Geers Gross new business director Derek Ralston, 36, who helped put together the business plan and like Salmon put up £7,000 for an equity stake; Salmon and Ralston, however, had founded the Industrial and Commercial Finance Corporation (ICFC) and Electra Investment Trust to back them to the tune of more than £200,000 (the total over three rounds of financing); while W. H. Smith, in spite of VAT problems associated with the production, agreed to distribute the cassettes through its national chain of stores.

The first issue of SFX (launched in London in November 1981) was what is described in the trade as a "technical sell out," reviews

were without exception enthusiastic and among other early achievements an unexpectedly satisfactory agreement for the use of musical excerpts was signed with the Mechanical Copyright Protection Society.

Yet in spite of this auspicious start nine months and two issues later SFX Publications was in the hands of the receiver. So what went wrong?

The point on which most parties seem to agree was the unexpectedly slow build-up in advertising revenue—the source of income which was always going to be vital to the long term success of SFX.

Salmon and Ralston both got an enthusiastic response from senior advertising executives and senior executives in the recording business ahead of the launch but they misjudged the time needed for these encouraging words to be matched with hard cash. Against projected advertising income of £42,000, for example, actual advertising revenue for the first three issues was a mere £4,600. SFX also underestimated its unit costs of production and £40,000 quickly went out of the window to pay for the initial promotion

involving media advertising. This immediately put the company under severe financial pressure.

The rest of the saga really tells how the participants tried to recover from this disappointing start. But with the cashflow exceeding inflow with each succeeding issue they ended up simply chasing their tails.

Ralston strongly believes that it was a fall in sales—an initial 60,000 circulation settled at around 40,000—which was responsible for poor advertising demand. And he attributes the downturn to the quality of the product.

The financial problems, meanwhile, were exacerbated by the "sale or return" method of distribution. After the London launch, which was closely monitored, accurate circulation figures could not be ascertained with several weeks after each issue at which point the money often had to be handed back on unsold tapes.

Before agreeing to the second round of financing last February ICFC put two non-executive directors on the board and insisted that Ralston leave his advertising job and devote all his time to SFX. This was

to pay for the initial promotion

clearly an unhappy episode for Ralston and Salmon who both insist that the ICFC individuals were double-edged experts, the other from the music business—were ill-qualified to advise on SFX. Says Ralston: "My main bone of contention with ICFC is that these people were foisted on us. I wish, in retrospect, that we could have had the power of veto because our relationship with them was far from smooth."

Ralston's attitude, nevertheless, is not so sour grapes. "At the end of the day I can't complain. We wrote the business plan, after all, and it didn't work out. Although everybody said it couldn't fail it was still a big risk for ICFC and Electra and even after the second lot of money had been put in we would have ended up with 50 per cent of the equity between us if it had gone well."

"Of course, it would be adds, "was not to go for sub-cleat funds at the beginning."

Salmon, meanwhile, is less philosophical and more emotional about the demise of SFX and is clearly bitter that the collapse has hit him harder financially than the others involved. He questions ICFC's decision to make him borrow £7,000 for his equity and more generally wonders why banks are allowed to make themselves pre-emptive creditors.

"My printer lost £5,000 and the tape supplier £25,000 but they both came along with us because of ICFC. I think there should be a law so that trade creditors get some of what is left, ahead of the banks."

Good idea

An ICFC spokesman comments that all the evidence at the beginning suggested SFX was a good idea. "If anyone was going to make it work these two, with experience in the advertising industry, should have been the right people."

"As for non-executives we can't be expected to find a specialist in every field. The role of non-executive in any case is to bring broad-based commercial experience to a company and this is just what happened."

Discussing Salmon's personal financial commitment the ICFC spokesman said that this raised the whole question of risk-taking. "Not every start-up is going to be a success and some entrepreneurs will lose as a result. If you want to jump off the big company bandwagon and take a risk this is what can happen. If you can't cope with the downside you shouldn't take a tilt at the upside."

The deal is an intriguing mix of high hopes and cautious



Members of the United British Artists' board (left to right): Diana Rigg, Albert Finney, Peter Shaw, Glenda Jackson, Richard Johnson and John Hurt

Staging a start-up

MERELY PLAYERS said Shakespeare, and the description has graced ever since. The acting profession sees itself as getting the headlines and the applause, but rarely having the opportunity to control its own destiny. The mere players" are the toys of the business community.

However justified that view of the artistic side of stage, film and television it seems to

be a major driving force behind the setting up of United British Artists, an actors' co-operative aimed at exploiting the explosive growth of television, giving the participants a greater control over their fate; and ensuring some sort of financial security for players who might fade from popular appeal.

Even players in the Diana Rigg, Glenda Jackson, Maggie Smith, John Hurt, Albert Finney, and Richard Johnson league worry about this sort of problem, and look for a more satisfactory arrangement for their acting lives.

The system on the surface works simply enough. The participating artists will each be offered parts in the productions. Each can reject one or two, but if nothing is accepted for two years then they will be asked to leave the corporate stage. Rewards come in three forms. There are basic fees, based on a UK rate, the international scale; a share of the profits on a pre-arranged basis of any project with which the artist is directly involved; and the normal profits resulting from a shareholding in USA. For its stake Embassy gets world-wide (non-UK) distribution rights.

The reasons for this somewhat complex system are simple enough. It is a rare UK TV company these days that can afford the sort of fees that the John Hurts and Glenda Jacksons of this world command for

one-off plays. Under the USA scheme the stars swallow a lower fee but look to foreign markets for the icing on their income cake. The share of the profits ensures that the star will continue to get receipts in future years, assuming that the play is still being shown, whatever the eventual fate of USA. A slice of the USA action should afford an underlying stability.

The leading light on the artists' side, and chairman of the company, is former National Theatre player and regular television performer Richard Johnson. Like many of his friends Johnson is distressed at the actor's lot of choosing roles from what was offered rather than initiating projects. "We were not getting in on the ground floor."

Distribution

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Clearly Johnson and his team reckon they have found a way of funding short-run London stage shows, producing TV drama at a modest cost as far as individual channels are concerned, projecting the long-term earnings of the more concerned and giving the Basilisk Fund a return. If most of those hopes come true this one should run and run.

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TECHNOLOGY

INNOVATION THE GOAL, SAYS THE U.S. CHIEF

Inmos aims to lead the pack

BY LOUISE KEHOE IN NEW YORK

"INMOS is ready to run," the company directors declared in New York last week. The British Government-backed semiconductor manufacturer previewed several new chip products that it promises will be introduced later this year. "Inmos is about to become a broad based semiconductor supplier," said U.S. managing director Dr Richard Petritz.

The goal of Inmos is to sprint to the front of the pack of chip makers with some highly innovative products. A higher risk associated with these innovations will however test whether Inmos also has the stamina to stay the course in the long distance race.

The company warmed up well with its first product, a 16K static ram that has gained the company more than 50 per cent of the market for that type of memory chip. With its 64K dynamic ram, however, Inmos joined a crowded pack that has only recently rounded the first bend on a twisty track that includes hurdles such as Japanese price cutting and a multiplicity of problem ditches caused by complex processing problems.

Worse still, the prize for the winners in the 64K ram contest seems to have been stolen as profits end up even the best performers in the market. Now Inmos plans some new entrants—a 16K by 5" and a 32K by 8" dynamic ram that, the company hopes, will each find a group of supporters willing to pay a premium for a memory chip tailored to fit their fancy.

The "by 8K" is probably the first 64K dynamic ram designed in the UK (though Inmos is keeping the name of its designer a secret, the company will say that it is based in Bristol). The part is expected to hold a special appeal to microcomputer systems designers since it "reads" and "writes" data in words that have 8 bits—the same size as those "understood" by a microprocessor.

The 16 by 4" on the other hand, will appeal to those users of memory chips who are looking for raw speed. Its 4-bit words represent 4 bits of data coming out of the memory chip together speeding up the flow of information.

Inmos has also put its name down for a new event. The



Richard Petritz and Iann Barron, ready to lead the chip-makers

company plans to enter the EEPROM (electrically erasable programmable read only memory) market this year. EEPROMs are programme stores that hold the set of instructions that tell a microprocessor what to do. They have some clever features, however, that make them more versatile than their predecessors.

These youngsters can perform up to 1,000 "reprogramming" push-ups without flagging, and they achieve it simply by listening to a electrical impulse rather than requiring ultraviolet radiation or fuse blowing pulses to get them going. The Inmos version meets the qualifying performance of similar devices made by SEEQ Technology (an early leader) and Intel (the heavyweight) in this match by using a 5 volt supply that matches the power requirements of the microprocessors it must work with.

But the Inmos part will start with a handicap because it uses different circuit methods—as yet unproven. Why Inmos should have chosen different "colours" for its EEPROM is unclear. The company contends that it alone knows the best way to approach the design of such parts but by rejecting conventional wisdom it will also have to prove its potential alone.

It is, however, the Inmos "transputer" that exemplifies the company's innovative spirit. With the transputer, Inmos has rewritten the rule book for the sport of microcomputer design. Dr Iann Barron, managing director of Inmos UK agrees:

"We have taken away some of the rules—the restrictions—that make microcomputer design difficult."

The transputer, he says, will be a very fast microprocessor capable of handling perhaps 10m instructions per second.

Several transputers will be used to control different functions in a system, and they will all work concurrently. "With today's microprocessors, real-time calculations in which several different things happen at the same time are controlled by serial devices in which each item must be dealt with sequentially," he explains.

Transputers, he believes, can overcome the limitations of

fused by the new ideas that Inmos is proposing. It remains to be seen whether this is because fumos has an insight into what others lack, or whether Inmos is following a path that leads to a dead end.

Certainly, the British design group from Inmos has gained significant credibility through its design of a computer aided design system that has enabled the company to design microprocessors a fraction of the time it would normally take.

World-wide, with a few exceptions, this upward swing continues. West Germany has just reported, for example, that sales of video recorders there in 1982 were 42 per cent up on the previous year.

These statistics provide the momentum for the next major boom which must be only just around the corner—in programme sales.

In a recent survey of 5,000 West European video owners, Frost and Sullivan found that an average of three pre-recorded tapes are already owned by users, even though 70 per cent prefer to rent programmes rather than buy them.

Nonetheless, activity in video discs continues undaunted, despite the gloomy stories which circulate in some quarters. In the U.S. Sony and Pioneer have all produced production manuals for optical video disc programme makers. Tidbits of news like this throw a different perspective on the negative stories—such as the belief that Sony have absolutely no faith in video discs.

Whatever prospects prevail for pre-recorded videocassettes, hopes for the video disc just will not go away. Sales of disc in the U.S. are running at about 30 per year per machine, outstripping videocassettes. A factor in this popularity of disc has been their lower price of as little as \$14.95 for some titles, but currently rising to \$30. Currently, however, fears are being expressed over the arrival of higher price discs as the film studios are entering the market direct with prices going up to nearly \$40.

Video is certainly proving to be a price sensitive market, and that is perhaps one issue where stability has yet to be achieved. It is almost with disappointment that some analysts of the video disc will learn that the Japanese launch of VHD this April is occurring at a price of about \$40—which is higher than some earlier expectations.

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Nonetheless, this is exactly how the video cassette recorder boom started. The first commercial model, the Philips N1500—was not aimed at the consumer market at all when it first appeared in 1972. The Sony U-matic's success in professional uses during that period also did much to raise the credibility of the video cassette as a consumer concept.

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THE ARTS

Cinema Books/Nigel Andrews

Hollywood Nights

Strangers in Paradise

by John Russell Taylor. Faber & Faber. £1.25. 248 pages.

Ingmar Bergman

by Peter Cowie. Secker & Warburg. £1.25. 330 pages.

The Discreet Art of**Luis Bunuel**

by Gwynne Edwards. Marion Boyars. £1.25. 228 pages.

The Wandering Company

by John Fyfe. British Film Institute. £4.50. 101 pages.

"Please tell Mr Eisensteinthat I have seen his film *Potemkin* and admire it very much. What we should like would be for him to do something of the same kind, but rather cheaper, for Ronald Colman."

Who but Sam Goldwyn could have spoken these words? The years of European exodus before and during World War 2 turned London into a haven for emigre artists. If you could negotiate your way through the cigar-smoking golden calves — and Goldwyn was but the gaudiest — you might find both creative and financial rewards, for your travels.

John Russell Taylor's enjoyable *Strangers in Paradise* is funny first, informative second and persuasive and coherent third. I suspect that Russell Taylor followed his nose for anecdote and Damascene incongruity rather than having any clear plan for the book. The subject offers a loose homogeneity of theme — what European movie celebrities came to Hollywood from where, and with what eventual artistic result? — but the book's proportions and priorities are sometimes odd.Many pages unfurl about Schoenberg and Thomas Mann, who though they settled in LA scarcely ever brushed with the film industry. There is more than seems necessary about the already well-documented career of Billy Wilder. And there is no more than dismissive one sentence's mention of Danish master Douglas Sirk. Hollywood's great nocturnal style? The book has movie meltdowns, a shot in the retina with titles like *Written on the Wind* and *Imitation of Life*.But who couldn't enjoy the book's "incidental" felicities? Russell Taylor specialises in portraits drawn with a deft thumbnail irony — "the fiery Polish-born personality (actress would be too strong a term) Pola Negri" — and his scavenging for facts produces a wonderful set of oddities spread out on the terminal, back of Hollywood's evolution. Did you know that Stravinsky was hired to write the score for a gangster potboiler about the Norwegian resistance called *The Commando Strike of Dunn*? The film never saw daylight, but Stravinsky completed the music and coolly sent it out into the concert hall as *Four Norwegian Pieces*.

In his chapter on "The Place,"

furthermore, Russell Taylor does come close to explaining exactly why and how Los Angeles became a honey-pot and later a fairly unceremonious melting-pot — for so many European émigrés of the arts. Read, learn and enjoy.

Peter Cowie's *Ingmar Bergman* is a long day's journey (all but 400 pages) into the dark night of the Swedish soul; but so well-written and packed with salient facts that Bergman need search no further at present for a definitive critical biography.

Bergman is a movie-maker's movie-maker.

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Letters to the Editor

Need for confidence in change

From the Director-General, International Labour Office
Sir, — The Financial Times has, by publishing Ian Hargreaves' admirable series of articles on unemployment in Europe, rightly focused on the most pressing problem of the day: the threat to the very foundations of industrial economies by the incipient growth in unemployment crisis in post-war Europe. Remembered is that the world as a whole, and not Europe alone, is sinking into its worst unemployment crisis in post-war times. The co-ordinated response to resolve the crisis is as far away as ever.

I want to stress the importance of a global rather than a regional or national approach to tackle the problem. It must be realised by the industrialised nations that economic development of the south is an essential pre-requisite for prosperity in the north.

Six years ago, ILO economists estimated that 2.4m jobs in the north were directly linked to exports to the Third World while only 850,000 jobs could be regarded as lost through exports from the south. An economic revival in the north through an increased investment flow to the south and the consequent stimulation of demand for imports from industrialised countries should prove less inflationary than a deflationary policy based solely on an expansion in domestic demand.

In its own interest, Europe should adopt a policy of more open trade relations, more generous aid and far greater efforts to help developing countries to overcome their balanced of payments difficulties. I am still aware that political considerations often make it difficult to practise what one finds so easy to preach. But one should not forget that helping others does not necessarily mean ignoring the interests and welfare of

one's own people. For every person without a job in the industrialised world today, there are at least 14 in the developing world who are under-employed or totally unemployed. Their economic plight is rarely cushioned by social security or unemployment benefits. Any attempt to tackle the problem of the estimated 32m under-employed in the industrialised world while ignoring the infinitely greater problem of the 500m under-employed or unemployed people of the developing world would be self-defeating in the long term.

As Hargreaves has pointed out, the present crisis is one that growth alone cannot solve. The ILO has calculated that the economic pre-condition to full employment by the end of the decade is a 4 per cent growth in gross national product. Last year the Organisation for Economic Co-operation and Development nations as a group recorded a minus growth of 0.5 per cent and for this year, the best available forecast is 1.1 per cent growth.

While there are cut and dried solutions in the unemployment problem, there are measures which can be implemented to relieve the pressure — expansion of global investment, closer co-operation between north and south, and increased flow of trade. In the long term, however, new forms of employment and new patterns of working life, involving shorter working hours, part-time employment, multiple jobs, and job-sharing will all have to be tried out.

We now live in a one-world situation with no more easy solution of prosperity isolation. We have to accept innovative changes in our life patterns and demonstrate our confidence in change.

Francis Blanchard,
ILO,
Geneva.

Lessons of the Dutch disease

From Professor P. Odell
Sir, — Your editorial (February 23) suggesting that the Netherlands' economic problems are a function of its energy self-sufficiency is both unhelpful and incorrect. There is no evidence that the Dutch economy has suffered any more from the symptoms you describe than other similar West European countries which do not have low-cost energy resources.

As Dutch Elm disease is a British phenomenon, so it is with the so-called "Dutch disease". It is a British invention. Your allegation of a misuse of government revenues from Dutch gas production for social welfare payments ignores two essential points. Dutch social welfare provision is little different from that in other N.W. European countries (except N.W. Britain and Ireland): the contrast between the Netherlands and, say, Denmark or Belgium in this respect is that gas revenues made substantial provision possible for the former while the latter were not able to afford it and hence have a range of economic problems not faced by Holland to anything like the same extent.

A large percentage of Dutch gas revenues have been spent on the country's economic and social infrastructure. These expenditures will stand the country in good stead in the medium to longer term — when competing countries which have failed in this respect are suffering the consequences of economic, social and political neglect.

On the gas sector itself you observe, "Dutch production of gas has passed its peak". This is untrue. Currently almost 30 per cent of Dutch producing capacity is shut-in because of the lack of demand. Given a revival in the latter, both here and in neighbouring countries, then gas production could rise to a higher annual level than that achieved in the late 1970s. The really serious mistake made by Dutch economic planners was that of deliberately constraining gas production and the expansion of markets at a time when they were there for the taking. Unhappily, the planners insisted that gas output be limited for fear of exhausting the known reserves too quickly. What they forgot was that reserves develop pari passu with use. They thus pricing the commodity too high for the market in the short term, and the not surprising result is a reduction in sales as a result of competition from other nations' gas and from conservatism. The government's current account deficit arises to a large degree because gas sales are now 25 x 10⁹ m³ per year less than was anticipated.

Restrictive gas depletion policies and too-high pricing of natural gas thus lie at the heart of the current Dutch economic difficulties. The National Social and Economic Council has belatedly recognised this in its call for a change in gas policy so as to enable more of the resource to be used. In which the Netherlands has the greatest comparative advantage, as it is sold in domestic and European markets, rather than its being left in the ground — of use to neither man nor beast.

The universal concern over proliferation shows that the policy of denial has clearly not worked any better this time than in the early post-war years. Moreover, the International Nuclear Fuel Cycle Evaluation in 1979 (another U.S. Initiative) showed that it was intellectually ill-conceived, in that it focused almost exclusively on plutonium and ignored an equally dangerous fissile material, enriched uranium. The 118 parties to the NPT make this the biggest arms control treaty the world has ever known. But of the 118 nations who rejoined the NPT in the mid-1970s, only one — Egypt — has since been induced to sign in exchange for an urgently needed nuclear power programme. The recalcitrant ones were India, Pakistan, Israel, South Africa, Argentina and Brazil.

Ironically, the prevention of proliferation is all about preventing something no-one has done yet — namely, making nuclear weapons from materials diverted from a peaceful nuclear power programme. By focusing attention on a handful of recalcitrant nations with evident nuclear capability, the policy of denial is having a very negative impact on dozens of developing nations. They view the NPT as a whim of the "haves" to be humoured so long as they are rewarded freely and generously by the promised technical assistance, and the nuclear club keeps its promise to reduce warheads to a man with one suit.

But by focusing attention on

the complexity of safeguarding fuel facilities, the cost of administering IAEA safeguards is expected to double in the next five years.

The Soviet Union has just taken a significant step that may ameliorate one big complaint of the developing world. It has declared its readiness to open its nuclear power facilities to IAEA safeguards inspectors. In itself, this is simply a deniable gesture, already accepted by three other non-nuclear states: Britain, the U.S. and France.

But while Russia previously derided such a gesture as meaningless, now it accompanies acceptance with praise for IAEA safeguards as the "prototype" for an inspection system for nuclear arms reduction.

A strong thread running through the Ditchley discussions was whether the Russian gesture might be reinforced by a major Western initiative of a positive nature. Ideas circulating in London and Washington, for example, go far beyond merely increasing IAEA technical assistance to developing nations in line with any rise in safeguards expenditure.

One idea is for a small nuclear reactor of about 100-300 Mw.

tailored expressly to the needs

of developing nations, and standardised internationally in design and safety.

International guarantees of

security against attacks on

nuclear installations might be

an incentive especially welcome in the Middle East, and with

world opinion in general

about nuclear energy, could be

the nation the nuclear weapon

"club" is willing to follow in

a fresh attempt to unite the

world behind atoms for peace.

heads, and the Soviet Union presumably a similar sum).

This generosity might even extend to virtually giving away the reactors, in the manner of Gillette and his razors, along with guarantees about continuity of fuel, safety surveys and other commercial services for its lifespan. But the *status quo non* of every incentive, of course, would be signing of the NPT and acceptance of IAEA safeguards afterwards.

What is missing is any political leadership to carry such initiatives forward. The U.S. still at odds with IAEA member-states over their treatment of Israel, is handicapped and reluctant to make a bold move. Of the remaining four nuclear weapon states which might provide leadership, France and China are not parties to the NPT. Russia has signed and is dedicated to the prevention of proliferation. In practice, it imposed its own strict "policy of denial" in nuclear trade and displays little trust even in its Comcoem partners.

That leaves Britain as the one nuclear weapon state which might take the initiative in preventing proliferation. It has a sound but largely unsung record of participation in previous initiatives, most conspicuously as host to the London Suppliers Group in the mid-1970s. This group of leading nuclear supplier nations, which met periodically at the Foreign Office, included the U.S., the Soviet Union and France.

The group's over-riding success lay in preventing the sale not only of complete reprocessing plants to countries (such as Pakistan) which would be a threat to the NPT, but also of the key components for the "sensitive" process technologies associated with fissile materials.

More recently, Britain has been host to a group of nations which have been identifying and drawing up tighter controls on the key components needed for gas centrifuge enrichment plants.

By the end of this decade, at least 31 nations will be getting electricity from nuclear energy. Britain, with a Government unequivocally enthusiastic about nuclear energy, could be the nation the nuclear weapon "club" is willing to follow in a fresh attempt to unite the world behind atoms for peace.

Nuclear Proliferation

It may be time to try again

By David Fishlock, Science Editor



Dr Hans Blix, a former Swedish Foreign Minister and director general of Vienna's International Atomic Energy Agency, chaired the Ditchley meeting on the avoidance of nuclear proliferation

whose nuclear activities are ostensibly most feared are also best fitted to become self-defenders in nuclear terms. India is the foremost example. It has never kept secret its intention of learning the difficult technology of reprocessing spent nuclear fuel. In 1974 it demonstrated success by exploding plutonium refined in this way. Now it has announced a capability for reprocessing commercial nuclear fuel to reclaim both unburnt uranium and plutonium fuels.

Pakistan, fearful of India's political intentions, has resolutely pursued the same route, despite Western threats of sanctions. Where India has eight power reactors operating, Pakistan has none. It has, however, been abruptly reversed its policy, again, re-imposing the "policy of denial" which still pervades U.S. thinking today.

The universal concern over proliferation shows that the policy of denial has clearly not worked any better this time than in the early post-war years. Moreover, the International Nuclear Fuel Cycle Evaluation in 1979 (another U.S. Initiative) showed that it was intellectually ill-conceived, in that it focused almost exclusively on plutonium and ignored an equally dangerous fissile material, enriched uranium. The 118 parties to the NPT make this the biggest arms control treaty the world has ever known. But of the 118 nations who rejoined the NPT in the mid-1970s, only one — Egypt — has since been induced to sign in exchange for an urgently needed nuclear power programme.

At the root of the problem

is the frailty of sanctions, in a

situation where some nations

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Enterprise agencies need clout

From the Director, Berkshire Enterprise Agency

Sir, — My colleague D. G. Milne is largely right when he argues (February 21) that the role of enterprise agencies would be changed ("transformed" is too strong a word) if they had grant and loan-giving powers. But he is wrong in my opinion when he suggests that they are unnecessary.

In a sense one could say enterprise agencies need clout. In 1982 Sir Charles Villiers urged that, initially experimentally, that loan capital could be made available by Government via selected properly constituted enterprise agencies. While Government might regard this as high risk use of public money one does not need to admire all the contra arguments.

The huge Manpower Services

Commission budget of £1.5b largely devoted to necessary

training is not concerned with real permanent jobs. An experiment such as this would be additionally it would help further the all-party interest in the growth of the small business sector.

These times call for innovative thinking. The Department of Employment has currently an experiment in five regions: the enterprise allowance, to encourage bona fide aspiring entrepreneurs to forge their National Insurance and supplementary benefits, by taking the risk of starting up on their own. We await the results. But it is a worthwhile experiment not costing hundreds of millions of pounds of public money. The seed corn loan proposal, I believe, is as worthy of experimentation.

In a single stroke he can save the country £1m in administrative costs, and bring so much goodwill from amongst

Save £4m — abolish dog licences

From Mr L. Ordish

Sir, — What a magnificent opportunity the Chancellor of the Exchequer has in the forthcoming Budget!

L. Scott Ordish
(Founder and Director, PRO Dogs National Charity),
Rocky Bank, 4 New Road,
Ditton, Maidenhead, Berks.

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Tuesday March 1 1983

SOVIET ACTIVITY 'A DANGER TO MIDDLE EAST PEACE'

Shultz warns Moscow over Syria

BY REGINALD DALE, U.S. EDITOR, IN WASHINGTON

THE REAGAN Administration has warned Moscow that it regards Soviet military activity in Syria as dangerous to peace in the Middle East. Mr George Shultz, U.S. secretary of State, said yesterday.

Mr Shultz said the recent installation of Soviet-manned anti-aircraft missiles in Syria "is a sobering and de-stabilising event in the Middle East and we have so stated to the Soviet Union."

Mr Shultz was giving evidence to a Senate sub-committee shortly after Mr Caspar Weinberger, the Defence Secretary had described Syria as "just another outpost of the Soviet Union." Concern over the missiles at the Administration's highest levels has mounted in recent days.

Mr Shultz said the missiles were manned by Soviet personnel and "there is no indication that we see

that they aspire to train Syrians to man these weapons."

Israeli intelligence has said Soviet crews are operating four SAM-5 missile batteries, each with six fully operational surface-to-air missiles, and that there are 1,500 Soviet military advisers in Syria.

The missiles, never before deployed outside the Soviet Union and Eastern Europe, have a 190-mile range, putting them within striking distance of Northern Israel and Lebanon last year.

Mr Weinberger also dismissed as "total nonsense" an Israeli radio report that Mr Moshe Arens, the new Defence Minister, had accused him of siding with the Arabs because of previous business connections with the Arab world as a top executive of Bechtel, the San Francisco-based engineering group.

Mr Shultz said the missiles' presence demonstrated the importance of pushing hard both for the withdrawal of all Syrian, Israeli and

Palestinian forces from Lebanon and for the negotiation of an overall Middle East peace settlement, as urged by President Ronald Reagan.

Mr Weinberger described the SAM-5s as "very effective anti-aircraft weapons". There is obvious concern in Washington at the serious consequences of any action against the missiles by Israel, which destroyed earlier Soviet-supplied Syrian missiles in Lebanon last year.

Mr Weinberger also dismissed as "total nonsense" an Israeli radio report that Mr Moshe Arens, the new Defence Minister, had accused him of siding with the Arabs because of previous business connections with the Arab world as a top executive of Bechtel, the San Francisco-based engineering group.

Israel plays down pact, Page 3



Polly Peck dealings suspended as shares slide £6½

By Ray Maughan
in London

CHAOTIC trading lasting 20 minutes yesterday wiped almost £49m (£57.4m) off the stock market value of Polly Peck (Holdings), the citrus fruit packaging group headed by Mr Asil Nadir, operating in Cyprus and Turkey.

The shares were then suspended at £17, down £8.50. Polly Peck is now valued at £124m.

The principal casualty of what the group described as "unsettled market conditions" is the proposal to merge Polly Peck with two other British-listed companies associated with Mr Nadir.

These are Wearwell, a Cyprus textile group 12.7 per cent controlled by Mr Nadir, and Cornell Dresses, 32.6 per cent owned by Mr Nadir's interests, which has set up a water-bottling plant in Turkey.

Merchant banks advising the companies in London yesterday announced that the merger has been deferred "for the time being". No indication was given as to when the merger would be finalised and it is understood that the basis of consolidation has not been agreed.

Polly Peck was, however, able to clarify the tax status of its operating Uni-Pac carbon subsidiary operating in the free port of Famagusta.

The group has been waiting for confirmation from the authorities in the Turkish Federated State of Cyprus that its activities in the free zone would not attract a tax liability on profits accruing before January 1 this year.

Uni-Pac had originally understood the concession involved an exemption for eight years from the date at which it started trading in the free port.

Polly Peck, on the basis of legal advice, said it now believes that the effect of the decree issued yesterday by the Council of Ministers of the Turkish Federated State of Cyprus is to cut the exemption to six years and 10 months from the start of operations in 1978.

After a full statement to shareholders dealing in Polly Peck are expected to resume today.

It was becoming clear from recent price fluctuations that many shareholders had extended themselves by borrowing to buy shares at earlier prices of up to £35.75. The shares were quoted at £31 in the middle of last week.

NMB earnings hit by 61% rise in debt provision

By Walter Ellis in Amsterdam

NEDERLANDSCHE Midden-standaard (NMB), third largest of the Dutch commercial banks, suffered a 39 per cent fall in earnings last year, from F1 146m to F1 90m (£33.5m) on gross results ahead 14 per cent, at F1 628m.

The decline is attributed to a 61 per cent increase in the bank's debt provision which rose to F1 500m last year from F1 310m in 1981. A similar pattern was reflected in the results last Friday of Amsterdam-Rotterdam Bank.

Other metal and commodity markets were badly hit by the collapse in gold. There were exceptionally heavy losses in silver and platinum. Base metals fell sharply, too, but rallied in late trading. Cocoa, coffee, natural rubber and sugar futures also came under sustained speculative selling pressure.

The profits decline which follows a 19 per cent fall in 1981, was accompanied last year by a 5 per cent fall in the share capital.

Net earnings per share were reduced by 42 per cent, to F1 14.70, and the dividend is to be lowered to F1 8 - a decline of one third against 1981.

An interim dividend of F1 3.50 was paid in January, leaving a final cash payment of F1 4.50.

Continued from Page 1

forced to halt trading (except in the spot month) after falling the permissible daily limit down of £25. In London there is a more flexible system, with dealings being suspended for only 30 minutes after a limit down of 50 per cent.

Of the F1 500m transferred to general contingencies, F1 175m relates to the first half of the year and F1 325m to the second half.

NMB says that the recession and the ensuing increase in risk, as well as in country risks, made the bigger allocation essential.

Deposits during the year went up by 7 per cent to F1 57bn and the combined balance-sheet total rose by the same proportion, to F1 56.5bn.

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Continued from Page 1

wishes of the Gulf producers, provided that North Sea oil did not gain competitive advantage.

Mr Yabu Dikko, Nigerian presidential adviser on oil, is expected in London on Wednesday.

Oil Ministers of Kuwait, Venezuela and Algeria were scheduled to hold another round of talks in Paris last night in a further attempt to hammer out the details of a production sharing agreement. They are believed to be discussing an Opec maximum of 17.5m barrels a day which some analysts believe would be still too high to stabilise prices.

Nigeria has indicated that it would be willing to put up its prices by \$1.50 a barrel, in deference to the

THE LEX COLUMN

The rise and fall of Polly Peck

sured that analysts from several other brokers had looked the company over.

Vickers

Vickers' 33 per cent dividend cut, though perfectly justified on the grounds of tumbling profits, begs a very big question about the strategy behind its rights issue only 11 months ago. Quite apart from the earnings projections put out by Messe, the company's stockbroker. Even at £17, the price is more than 10 times prospective earnings.

Expectation of further growth is clearly reflected in these ratings, but there does not seem to be much of a discount for the kind of risk traditionally accepted in, for instance, British-listed companies associated with Mr Nadir.

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The converse is that Messe is much more embarrassed by the sharp reversal in the price than it would have been if there had been a wider spread of dealers in the stock at an early stage, and if it had en-

Gold

South Africa's abolition of the financial rand triggered selling of Johannesburg shares by foreign investors which pushed the market's gold mining index down 9.6 per cent on February 7. But South African investors increasingly stepped in to buy back the farm land that this underlying shift of ownership was a major feature of last week's heavy trading in the shares. Yesterday, the ground underneath the farm shook violently, with the Johannesburg gold mining index falling 8.6 per cent to 77.8 and the FT Gold Mines index down exactly 10 per cent to 56.7.

The 33.5pce in the gold shares accompanied a selling panic in the bullion market which pushed the price well under \$400 at one point in Hong Kong and knocked \$50 off the London price which closed around \$413.

At these levels, shares and bullion alike have dropped some 25 per cent from their highs of mid-February. Considering that in terms of their percentage gains the shares have risen three and a half times since last June as the bullion price, this might suggest some further weakness in the shares. Yesterday's price falls in stocks like Vast Reefs, Western Deep Levels and Randfontein, moreover, look inadequate to restore their prospective 1983 yields to Friday's levels assuming a bullion price of \$400.

The South African Reserve Bank probably had something to do with yesterday's resilient performance by the rand and might be expected to be buying bullion at these levels.

The Throgmorton Secured Growth Trust

Interim Results

	Six Months to 31.1.83	Six Months to 31.1.82*	Year ended 31.7.82
	£	£	£
Gross Revenue	373,451	341,334	811,525
Less: Interest Charges	167,063	162,701	323,997
Administration	26,194	24,101	57,616
	180,194	154,532	429,912
Less: Taxation	55,364	50,040	147,444
	124,830	104,492	282,468
Earnings for the period	12.5p	1.04p	2.82p
Earnings per share			
Dividends			
Interim 0.6125p (1982 - 0.6125p)	61,250	61,250	61,250
Final - (1982 - 2.05p)	—	—	205,000
Cost of Dividends	61,250	61,250	266,250
Undistributed Revenue of the period	63,580	43,242	16,218
Revenue brought forward	82,968	66,750	66,750
Unappropriated Revenue c/fwd.	£146,548	£109,992	£82,968

The figures for the six months to 31st January 1983 and 31st January 1982 are unaudited. The figures for the year to 31st July 1982 are abridged from the Company's full accounts for that period which carry an unqualified auditor's report and have been filed with the Registrar of Companies.

The Board of Directors are pleased to declare an interim dividend of 0.6125p per share (1982 - 0.6125p) payable on 5th April 1983 to ordinary shareholders on the register at the close of business on 11th March 1983, and anticipate that the total dividend for the year will not be less than that paid last year.

Net Asset Value applicable to each unit of Capital Loan Stock (Debenture at par) 249.9p 166.3p 199.8p

*Re-stated due to change in accounting policy.

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World Weather

Region	Temp	Wind	Pressure	Cloud	Humidity	Other
Africa	15-25	5-15	1000-1010	Partly	50-80%	—
Armenia	15-25	5-15	1000-1010	Partly	50-80%	—
Algeria						

SECTION II - INTERNATIONAL COMPANIES

FINANCIAL TIMES

Tuesday March 1 1983


IDC
 Design, Construction,
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Stratford-upon-Avon CV38 2Q4

Security Pacific to pay \$400m for two Heller group units

BY PAUL TAYLOR IN NEW YORK

SECURITY PACIFIC, the 10th largest U.S. banking group, said yesterday it has agreed to acquire the two commercial financing subsidiaries from **Walter E Heller International**, the Chicago commercial finance and bank holding company, in a deal worth \$400m.

The purchase is the latest in a string of aggressive acquisitions for the Los Angeles bank. It comes after **Walter E Heller's** announcement last month that it expects to report a large fourth-quarter loss because of increased loan loss reserves in its domestic financing unit. The company also said it was discussing the possibility of selling some of its assets.

Under the agreement, **Security Pacific's** holding company will acquire **Walter E Heller** and Company, and **Walter E Heller Overseas**, two wholly-owned subsidiaries of the Heller group. These subsidiaries have assets of more than \$3bn.

Consortium rescue for American City Bank

BY OUR NEW YORK STAFF

THE FEDERAL Deposit Insurance Corporation said yesterday that a consortium of five California banks will assume the deposit liabilities of **American City Bank** of Los Angeles which failed late on Friday.

The bank was closed by the acting supervisor of banks in California, Mr. Harold Doyle, following mounting losses thought to total about \$1m a month since the start of the year. The FDIC was appointed receiver for the bank, which had about \$240m in deposits at the end of 1982.

Mr Doyle attributed the bank's collapse in part to its relatively high cost of funds. **American City** was an active seller of jumbo certificates of deposit which carry a higher interest rate than smaller CDs because of their size.

Mr Doyle said yesterday that "substantial loan and operating losses exhausted the bank's capital and made it necessary to close the bank."

The failure of **American City Bank** was the latest in a series of bank failures this year and last and the seventh largest banking failure in U.S. history.

Under the terms of the takeover agreement for **American City** the five California banks led by **Central Bank of Oakland** California will take over \$265.7m in deposits and liabilities of the failed bank and pay the FDIC a purchase premium of 5.4m.

Taipei takeover rumours for RSV division run out of steam

BY WALTER ELLIS IN AMSTERDAM

SPECULATION last week that **Taiwan** was about to buy up a major division of **Rijn-Scheldt-Verolme** (RSV), the failed Dutch shipbuilder, had run out of steam by the weekend. It became clear that there was a strong element of wishful thinking in the confident statements of both trade unions and management.

Willem Fijenmoord, the division in question, employs about 2,500 workers and is engaged in building two submarines for the Taiwanese navy.

The suggestion - premature at best - that **Taipei** was about to make either a large, profit-linked, loan to the yard or take it over, came from members of the works council after talks with the board of management. Management itself, while confirming nothing, certainly gave the impression that something big was in the wind.

It now transpires that **Taiwan** is indeed bent on helping Willem Fijenmoord - out of concern for the completion of its submarines.

The Taiwanese Government has formally denied it has any plans for a takeover, and a delegation from

Astra boosts earnings by 75%

By David Brown in Stockholm

ASTRA, the Swedish pharmaceutical company, reported a 75 per cent increase in earnings from Skr 240m to Skr 421m (\$36.7m) for 1982. Sales advanced by 25 per cent to Skr 2.7bn.

Mr Lars Sindbäck, a company spokesman, said the improved result came almost entirely on foreign markets - which account for 75 per cent of total sales - and was due to improved profitability in several large subsidiaries as well as higher royalty income.

The company posted a net extraordinary income of Skr 361m, which it received after signing a collaboration agreement with **Merck**, the large U.S. pharmaceutical group. This brought pre-tax profit for 1982 to Skr 765m, against Skr 240m for the same period in 1981.

Under the terms of the agreement, **Merck** will test, register and market **Astra's** new product in the U.S. **Astra** will start receiving royalties in the mid-1980s when the products are due to reach the market. Once sales exceed a certain level - sometimes in the early 1990s - a joint company, **Astra-Merck**, will be formed.

Cash and liquid assets rose from Skr 500m to Skr 1.1bn mainly due to a large cash payment in connection with the **Merck** deal. Returns on total capital employed grew from 16 per cent to 19 per cent. Profit per share was put at Skr 88, which compares with Skr 16 in 1981.

The board has recommended a 1-for-3 bonus issue and a stock split, yielding eight new shares for every three old. The proposed dividend is Skr 7.50 per old share, up from Skr 5.60 in 1981.

The group predicts 1983 sales will reach Skr 3.3bn, and earnings will grow by about 30 per cent to Skr 550m.

Saga Petroleum loss mounts

BY FAY GLESTER IN OSLO

SAGA PETROLEUM, the oil concern owned by many of Norway's leading financial, industrial and shipping groups, reports an increased deficit in its consolidated accounts last year - to Nkr 53m (\$7.4m), from Nkr 42m in 1981.

The poorer results was due mainly to higher interest costs, reflecting the fact that **Saga** last year became 100 per cent owner of its debt-burdened petrochemicals offshoot, **Saga Petrokjemi**.

Its partners in the latter, **Dyno Industrier**, **Hafslund** and **Ardal** og

Smund Verk (ASV), withdrew from the company early in 1982, transferring their share stakes to **Saga** without compensation.

Saga from its 1.6 per cent stake in the Anglo-Norwegian Stafford Field is the group's chief source of income at present, although it has shares in 16 licensed areas on the Norwegian shelf, including several where promising signs have been made and two now under development - **Hemnes** and **Gulafjord**.

Its income from **Stafford** last year was Nkr 270m - more than

budgeted, because of favourable production trends on the field. A \$3-a-barrel oil price fall during the year was more than offset by the rise in the value of the dollar, in kroner terms, in the same period.

Total income was Nkr 399m, including consultancy fees earned in connection with the development of a small oil field off the coast of **Bergen**, West Africa.

Saga participated in 20 of the 49

explorations and delineation wells on the Norwegian shelf last year.

time, shareholders will be asked to approve the allocation of SwFr 50m to write off against losses in foreign subsidiaries.

In a letter sent to shareholders last December, the Baden-based parent company had said a further "substantial sum" would be needed for depreciation purposes in view of losses in North America. In respect of the 1981 business year it had already been necessary to release reserves of some SwFr 100m, particularly in connection with "significant

losses" of subsidiaries of **Brown Boveri Company**, New York.

Sales of the parent company rose by 8 per cent to SwFr 2.6bn last year. Group turnover increased by 6 per cent to SwFr 8.7bn after deduction of sales of the former group member **Cie Electro-Mécanique**, Paris.

Although no exact figures are yet

available, the board states that consolidated cash flow will be higher than in 1981.

GROUP'S POLICY AIMS TO CAPITALISE ON THE DEVALUATION OF THE PESO

Mexicana tries to fly back into profit

BY WILLIAM CHISLETT IN MEXICO CITY

SR MANUEL SOSA de la Vega has come out of a brief spell of retirement to try to fly **Mexicana**, Mexico's leading airline company, back into profit this year.

The company has reported a loss of 2bn pesos in 1982, its first in 15 years, after a net profit of 834m pesos in 1981.

Sr Sosa de la Vega, who joined **Mexicana** in 1938 as a bellboy and worked his way up to be managing director, returned despondently last July after the Lopez Portillo government bought the majority equity share in the company. **Mexicana** is now 58 per cent state-owned.

When President Miguel de la Madrid took over last December he immediately re-instated Sr Sosa de la Vega, aged 88, who has inherited a critical situation.

The number of passengers carried by **Mexicana** last year dropped from 8.15m to 7.6m. Domestic flights carried 1.56m people, compared with 1.95m in 1982, and international flights 6.05m, as against 6.2m. The company had a crippling 45-day strike last autumn, in which it lost 1.5bn pesos.

Sr Sosa de la Vega said **Mexicana's** policy is to try to capitalise on the devaluation of the peso, which has made Mexico a bargain country for foreign tourists, and promote international flights to Mexico, including charter flights, to boost the company's dollar revenue.

"We have to fill those seats left empty by Mexicans, who can no longer afford to travel abroad with Americans." It is estimated that the number of Mexicans now going abroad has plummeted 80 per cent in the last year.

Mexicana has 34 per cent of all

"Now, after a series of devaluations - the peso declined 82 per cent against the U.S. dollar last year - the break-even point on domestic flights is 60 per cent, sometimes as high as 70 per cent. But on international flights we can now make profits with a 40 per cent occupancy rate."

The devaluations have pushed up the cost of servicing **Mexicana's** \$800m debt, and also made the purchase of aircraft and parts, which are done in dollars, much more expensive.

Mexicana has 37 Boeing 727-200s, the largest fleet of 727s outside the U.S. It also has five DC-10-15s, two of which were delivered in January. Its aircraft are only three years old.

Sr Sosa de la Vega said **Mexicana** increased its fleet by an average of five to six aircraft a year during the "golden" years of the past administration from 1979 to 1981, when the gross domestic product grew in real terms by an average 8 per cent a year.

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INTL. COMPANIES & FINANCE

HAMBRO PACIFIC TO BE JOINT ADVISER

Carrian in further moves on debt

BY ROBERT COTTRELL IN HONG KONG

HONG KONG's Carrian Group has announced new developments in its struggle to stave off liquidation by rescheduling bank debts totalling over US\$1bn.

Carrian Investments (CIL), the group's principal publicly-quoted company, has appointed Hambro Pacific as its joint financial adviser. Hambro Pacific is a Hong Kong-based corporate finance house 50 per cent owned by Hambro, the London merchant bank and 10 per cent by Swire Pacific, the trading and property "Hong."

Hambro Pacific will work alongside Wardley, the Hong Kong and Shanghai Bank subsidiary which has been advising Carrian since it announced liquidity difficulties last October.

Carrian says its controlling shareholders, whose identities are shielded by a nominee company, have placed HK\$250m (US\$38m) in an escrow account with an unnamed bank. The provisional rescheduling scheme for Carrian's debts requires the shareholders to make this money available to

CIL and to its unquoted parent, Carrian Holdings (CHL).

The Hongkong and Shanghai Bank is prepared to make a further HK\$250m available to CIL in the form of a secured revolving credit facility if bankers agree to debt rescheduling.

In addition to the provisional start-up date for Carrian's debt rescheduling scheme has been moved back one month to May 1.

CHL has confirmed the sale of its holdings in both Nikkatsu, a Japanese maker of pornographic films, and to JF Special Holdings, an investment trust, realising some HK\$120m. Carrian plans further disposals of assets and reductions in capital commitments, but its policy is "not to force assets out to weak markets."

Local bankers say the appointment of Hambro Pacific removes an ambiguity in the role undertaken by Wardley.

For although Wardley has been to Carrian, the Hongkong and Shanghai group, which includes Wardley, is one of the property

group's largest creditors.

Although Wardley and Hambro Pacific are now designated joint financial advisers to CIL, Wardley's principal role will be in advising CIL on its asset disposal and rationalisation programme. In negotiations between CIL and its banks, Hambro Pacific will be CIL's principal adviser, making clear Wardley's position as one of the leading banks. Wardley remains sole adviser to CHL.

CIL's largest subsidiary is the quoted shipping group, Grand Marine Holdings (GMH), which is seeking to reschedule US\$450m of debts over 10 years.

Hambro Pacific is advising CIL in respect of its majority stake in GMH, but it is not advising GMH. The present condition of GMH is said to be a delicate matter which is the subject of day-to-day discussions.

Bankers say GMH is an integral concern whose long-term future probably lies outside the Carrian group. GMH is financially tied to Carrian through guarantees made

by 8 per cent to 13.3 per cent of the total and agricultural chemicals sales also rose by 8 per cent to 7.7 per cent.

The company has set aside Y14.8bn against losses in an aluminium venture, including Y8.9bn, incurred by Sumitomo Aluminium Smelting, in which it has a 50 per cent stake.

In the current year a favourable impact from falling crude oil prices is expected and the company is forecasting pre-tax profits of Y10bn. Sales of Y650bn, up by 2.8 per cent, are also being predicted. However, due to the continued resumption of its aluminium venture, Sumitomo Chemical is unable to forecast a return to

Sales of ethylene products fell 7 per cent to 43.7 per cent of turnover, with sales of polypropylene accounting for 25.3 per cent, stuck at the previous year's level.

The company expects continued sales setbacks in the current year but hopes to see a return to operating profits on the grounds of lower naphtha prices.

Income from interest lifts Lend Lease

By Lachlan Drummond in Sydney

A jump in interest income on its large cash holdings allowed Lend Lease, the Australian property and construction group, to increase net profit by 12.2 per cent to A\$13.5m (US\$13m) in the six months to December 31. Group turnover rose by 10.9 per cent to A\$278.2m.

The increase in interest income from A\$2.48m to A\$7.1m reflected the A\$105m in cash and short-term deposits held by the group at its last balance date. This was up from almost A\$20m a year earlier as a result of the sale of a Sydney office tower. Interest charges were A\$1.92m, against A\$1.5m.

Lend Lease has forecast an improvement in net earnings for the full year from the A\$25.3m of 1981-82 and has declared an unchanged interim dividend of 8.75 cents a share.

• AMPOL, the Australian oil refiner and marketer which also has uranium and television interests, boosted net earnings by 18 per cent from A\$19.2m to A\$22.3m in the six months to December on turnover up 10.9 per cent to A\$467.7m.

Much of the improvement came from Ampol Exploration, the oil production and exploration unit which is 49 per cent owned. Net profits there went up by 37 per cent from A\$7.96m last time to A\$10.87m.

The interim dividend is unchanged at 3.75 cents a share.

Japanese chemical groups down

By YOKO SHIBATA IN TOKYO

JAPAN'S two leading petrochemical companies, Sumitomo Chemical and Mitsubishi Petrochemical have both passed their dividends for 1982 with results sharply affected by recession in the industry.

Sumitomo Chemical made a parent company net loss of Y1.2bn compared with a profit of Y2.2bn previously. Sales were down 1.3 per cent at Y632bn (US\$2.7bn). Net losses per share were Y4.78, compared with net profits of Y1.56.

The company's turnover setback arose from falling sales of industrial chemicals and fertilizers, down by 8.1 per cent, to account for 50.4 per cent.

Sales of fine chemicals, grew

net profit or the payment of a dividend for 1983.

For Mitsubishi Petrochemical parent company pre-tax losses grew to Y16.8bn from Y11.3bn. Net losses were Y8.8bn, compared with a net loss of Y1.1bn. Sales totalled Y356bn, down 4.1 per cent.

Sales of ethylene products fell 7 per cent to 43.7 per cent of turnover, with sales of polypropylene accounting for 25.3 per cent, stuck at the previous year's level.

The company expects continued sales setbacks in the current year but hopes to see a return to operating profits on the grounds of lower naphtha prices.

First-half setback for Cullinan

By OUR JOHANNESBURG CORRESPONDENT

CULLINAN HOLDINGS, one of South Africa's largest manufacturers of refractories, has suffered more than it expected from the steel industry decline. However, the inclusion of electrical contracting interests from Blue Circle, turnover rose from R61.5m to R52.2m (US\$6.2m) in the six months to December but first-half operating profit fell to R4.4m from R11.2m. For the year to last June turnover was R158.8m and operating profit was R23.6m. The directors say that local

and foreign steelmakers have cut their purchases of refractories to a minimum, with the result that the first-half turnover of the division dropped to R23m from R22m in the corresponding six months of 1981. The refractories division is to operate as an equal partnership with the state-owned steelmaker, Iscor, starting on July 1. Iscor is South Africa's largest consumer of refractories and it is hoped the move will result in greater capacity operations at Cullinan's plant.

All of these securities having been sold, this announcement appears as a matter of record only.

New Issue / February, 1983

\$150,000,000



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Interest payable semiannually on March 1 and September 1, commencing September 1, 1983 at a \$3.00 annual rate per \$20 Trust Note. Each Trust Note is convertible into Pan Am Capital Stock, initially at \$5.50 per share.

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Dean Witter Reynolds Inc.

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(Incorporated with limited liability in the Netherlands Antilles)

Unconditionally guaranteed by

CITICORP

In accordance with the terms and conditions of the above-mentioned Notes and the Agent Bank Agreement dated as of November 28, 1979, between Citicorp Overseas Finance Corporation, N.V. and Citibank, N.A., notice is hereby given that the Rate of Interest for the first one-month sub-period has been fixed at 9 1/2% per annum and that the interest payable for the first one-month sub-period in respect of U.S.\$10,000 nominal of the Notes will be U.S.\$578.50.

This amount will accrue towards the interest payment due May 31, 1983.

March 1, 1983, London CITIBANK

THE KINGDOM OF SPAIN

U.S.\$200,000,000

Floating Rate Notes due 1993

(Redeemable at the option of Noteholders in 1988 and 1990)

In accordance with the provisions of the Notes and the Agent Bank Agreement between the Kingdom of Spain and Citicorp, N.V., dated February 28, 1983, notice is hereby given that the Rate of Interest for the initial interest period has been fixed at 9 1/2% p.a. and that the interest payable on the relevant Interest Payment Date, August 31, 1983, against Coupon No. 1 will be U.S.\$49.51.

March 1, 1983, London (CSIS Dept.), Agent Bank CITIBANK

This announcement appears as a matter of record only.



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U.S. \$50,000,000

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Merrill Lynch International Bank Limited

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The National Bank of Kuwait S.A.K.

AI UBAF Group

United Gulf Bank — Bahrain

Co-Managing Underwriters

Arab African International Bank — Cairo

Girozentrale und Bank der österreichischen

Sparkassen Aktiengesellschaft

Svenska Handelsbanken Group

Placing Agent for Certificates of Deposit

Merrill Lynch International Bank Limited

January 1983

All of these securities have been sold. This announcement appears as a matter of record only.

February, 1983



SILICON VALLEY GROUP, INC.

1,100,000 Shares

Common Stock

L. F. ROTHSCHILD, UNTERBERG, TOWBIN

BEAR, STEARNS & CO.

THE FIRST BOSTON CORPORATION

BLYTH EASTMAN PAINE WEBBER Incorporated

DILLON, READ & CO. INC.

DONALDSON, LUFKIN & JENRETTE Securities Corporation

DREXEL BURNHAM LAMBERT Incorporated

E. F. HUTTON & COMPANY INC.

KIDDER, PEABODY & CO. Incorporated

LAZARD FRERES & CO. Incorporated

LEHMAN BROTHERS KUHN LOEB Incorporated

MERRILL LYNCH WHITE WELD CAPITAL MARKETS GROUP Merrill Lynch, Pierce, Fenner & Smith Incorporated

PRUDENTIAL-BACHE Securities

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SMITH BARNEY, HARRIS UPHAM & CO. WARBURG PARIBAS BECKER WERTHEIM & CO., INC.

DEAN WITTER REYNOLDS INC.

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ROBERTSON, COLMAN & STEPHENS

ALLEN & COMPANY Incorporated

ALEX. BROWN & SONS

F. EBERSTADT & CO., INC.

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ROTHSCHILD INC.

ABD SECURITIES CORPORATION

BASEL SECURITIES CORPORATION

CAZENOUE INC. KLEINWORT, BENSON Incorporated

ULTRAFIN INTERNATIONAL CORPORATION

WOOD GUNDY INCORPORATED

BANQUE de PARIS et des PAYS-BAS (SUISSE) S.A.

BANQUE de PARIS et des PAYS-BAS

BUCKMASTER & MOORE CREDIT COMMERCIAL de FRANCE HAMBROS BANK Limited

KITCAT AITKEN & SAFRAN Limited

PICTET INTERNATIONAL Limited

PIERSON, HELDRING & PIERSON N.V.

U.S. \$100,000,000

UK COMPANY NEWS

Management buyout saves Peter Pan from receivership

BY CHARLES BATCHELOR

THE MANAGEMENT of Peter Pan Playthings, part of the toy-maker Berwick Timpco, is to rescue its company from the group receivership with the help of outside financial backing. This will preserve all of its 100 jobs.

Berwick, called in accountants Price Waterhouse as receivers on February 10 following the discovery that the 1982 loss was likely to be £1m higher than expected at £2.3m and with bank debt of £2.5m.

Mr Peter Craig, 44, managing director of Peterborough-based Peter Pan, and five other directors will take a "substantial minority stake" in the company. The majority holding will be controlled by Hanover

Acceptances, a private property investment and financial management services company. The value of the buy-out was not disclosed.

Talks are also now under way for the sale of the other two companies in the Berwick group, Berwick's Toy and Harbutts.

"Peter Pan has always been the strongest company in the group," said Mr Craig. "We pretty well ran autonomously, although on the financial side, there were cross-guarantees."

With sales of about £3m in its last year, Peter Pan plans to increase exports to 20-30 per cent of sales from the present negligible level.

Servis Holdings makes plans for rights issue

BY OUR FINANCIAL STAFF

SERVIS HOLDINGS, the domestic appliance concern which is 50 per cent owned by Centreflow Industries, produced taxable profits of £632,000 in the five months to December 31 1982, on sales of £24.3m.

Mr A. J. Cross, chairman, says that since the company acquired Wilkins & Mitchell in July 1982, its principal trading activity is the Servis domestic appliances business, and the results reflect this.

Servis Holdings will prepare its first set of audited accounts for the

eight months to March 31 1983. The prospects for the remaining three months are satisfactory. Mr Cross says, with Servis continuing to benefit from the strong demand for white goods, experienced in the pre-Christmas period.

The directors intend to present proposals in August 1983 to raise long term capital by way of a rights issue to strengthen the group's capital structure.

Trade profits were struck after interest payable of £476,000.

The Nottingham Manufacturing Company PLC

Salient points from the Annual Report for the year ended 31st December 1982

- Sales £214,372,000.
- Profit before taxation £21,293,000 (1981 £19,024,000).
- Earnings per share 21.14p.
- Dividends of 5.1p per share covered 4.1 times by profit after taxation.
- Capital expenditure on new buildings and plant amounted to £10,568,000.
- Cash and investments increased to £86,411,000 (Market Value £71,255,000).
- Hopeful for year of further progress.

ROLLS-ROYCE MOTORS SUFFERS FROM WEAK DEMAND

Vickers profit down to £19m

BY IAN RODGER

VICKERS, the diversified engineering group, has reported a 20 per cent fall in 1982 pre-tax profits to £19.6m, and a tax and one-third cut in its total dividend to 8p, less than a year after raising £24m in a rights issue.

The company, which acquired Rolls-Royce Motors in mid-1980, said demand fell to lower levels than expected last year, especially in the second half. Extraordinary charges, mainly for closures and redundancies were again high at £14.5m, resulting in a £9.7m loss attributable to reserves, compared with a £3.3m loss in 1981.

The shares fell 2p to 116p yesterday.

Among the group's 12 operating divisions, trading profits in the motor car division plunged from £16.2m to £6.2m because of weak demand in the U.S. and the UK for much of the year, and overstocking.

The Howson-Algraphy lithographic plate business encountered higher than expected commissioning costs on equipment installed at a new plant at Leeds and trading profits were down from £7.1m to £5.7m.

The diesel engine division recovered from a £2.2m loss to a £1.7m profit but the loss in the machine

tool division increased from £0.2m to £1m.

It is a problem area, clearly an area for restructuring," Mr David Plastow, the chief executive said.

Mr Peter Matthews, the chairman, said the group had been reviewing its businesses "with a view to identifying those activities of reasonable size and international presence which offer the best prospects for profitable growth, in the firm belief that we should concentrate financial and managerial resources on fewer but more substantial businesses."

On future trading prospects, he said that no clear recovery in de-

mand for Vickers products could be reported yet "although recent changes in exchange rates have naturally made them more competitive."

Mr Peter reported that the company's petitions to the European Commission of Human Rights for improved compensation from the British Government for its nationalised shipbuilding and aircraft assets had been declared admissible by the European Commission last month.

If an amicable settlement cannot be reached, the Commission would then transmit its views to the Committee of Ministers for decision.

Massey Ferguson concerned at Brazilian credit terms

BY LORNE BARLING

MASSEY FERGUSON of the UK, the tractor manufacturer, yesterday expressed serious concern to Lord Cockfield, the UK Trade Secretary, over Britain's inability to match credit terms offered by Brazil and at the consequent loss of exports from Britain.

The company said it had recently lost almost all its markets in Central and South America to Brazilian companies because credit terms and export rebates could not be matched by Britain's Export Credits Guarantee Department.

The same thing is now taking place in African and Asian markets, but although the ECGD in particular, and the British Government generally, have been made aware of this, they have, by and large, shown no desire to assist us to match Brazilian terms," the company said.

The matter was raised by Massey Ferguson as part of an approach to



Lord Cockfield

ment to assist exporters, such as improved ECGD cover in high-risk markets and steps to reduce unfair tariffs.

Massey Ferguson added that a number of international companies were now increasing their dependence on Brazil, as part of their worldwide strategies.

Ford, for example, was making more use of its Brazilian tractor plant for simple specification tractors.

Lord Cockfield said after the meeting that the matter of export terms offered by Brazil, particularly in relation to tractors, had recently been raised with the Brazilian Government.

"They are outside the terms of the Consensus (the international export credit arrangement) on export credits, but this must be seen in the light of Brazil's severe economic problems," he said.

Blagden reports downturn to £1.74m

BY OUR FINANCIAL STAFF

TIGHTER margins affected profits at Blagden Industries, which reports a downturn of £366,000 to £712,000 in the second-half taxable surplus for the year to December 26, 1982. Pre-tax profits for the year slipped from £2.11m to £1.74m on higher sales of £62.18m against £58.63m.

In recent weeks, the directors say, there has been some upturn in demand, accompanied by signs of an improvement in business confidence which they hope heralds the

end of the recession. If the trend continues, they say the company will have a "much more successful year."

The net second interim has been held at 3p, which maintains the year's total at 6p. Earnings per 25p share improved from 8.5p to 12.5p.

The chemical and industrial equipment divisions consistently improved over the year, but container profits suffered from a fall in demand.

A divisional breakdown of trading profits, which fell from £2.57m to £2.33m, shows manufactured and reconditioned drums and casks £1.5m (£1.88m), plastics, mouldings, plating and transformers £43,000 (£24,000); chemicals £43,000 (£32,000) and industrial protective equipment £53,000 (£27,000).

There were extraordinary debits of £149,000 (credits £15,000) arising from closure costs at the Aberdeen co-operative and the Hamburg steel drum reconditioning plant.

Albright & Wilson advances

By Our Financial Staff

IN THE YEAR ended December 28 1982, sales by the Albright & Wilson group of chemical manufacturers were 6 per cent to nearly £51m and profit before tax advanced from £9.24m to £13.81m. The company is a subsidiary of Tenneco International of the U.S.

The sales increase was achieved despite the sale of the Bush Boake Allen flavour and fragrance operations at the end of September.

There was an improvement in UK export sales volume, a decline in North American sales, maintained volume within the UK and some increases in selling prices.

The improvement in profit was greater in the UK than overseas but the latter continued to be the main source of profits - the weakening of sterling enhanced the value of the overseas contribution. In the UK a substantial contribution was made by improvements in productivity.

Extraordinary losses came to £5.38m (profit £1.02m) and were mainly the loss on disposal of the Bush Boake Allen sale.

■ ALBRIGHT & WILSON

Chemical manufacturer

Year to Dec 28 1982 1981

C C

Sales 510.9m 482.47m

Pre-tax profit 13.1m 9.24m

Tax 4.91m 3.89

Attributable 10.2m 6.36

Earnings per share 1.72m 1.40m

Dividend 2.85p 6p

before extraordinary items

■

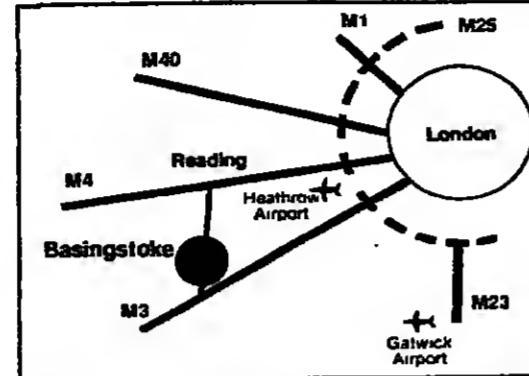
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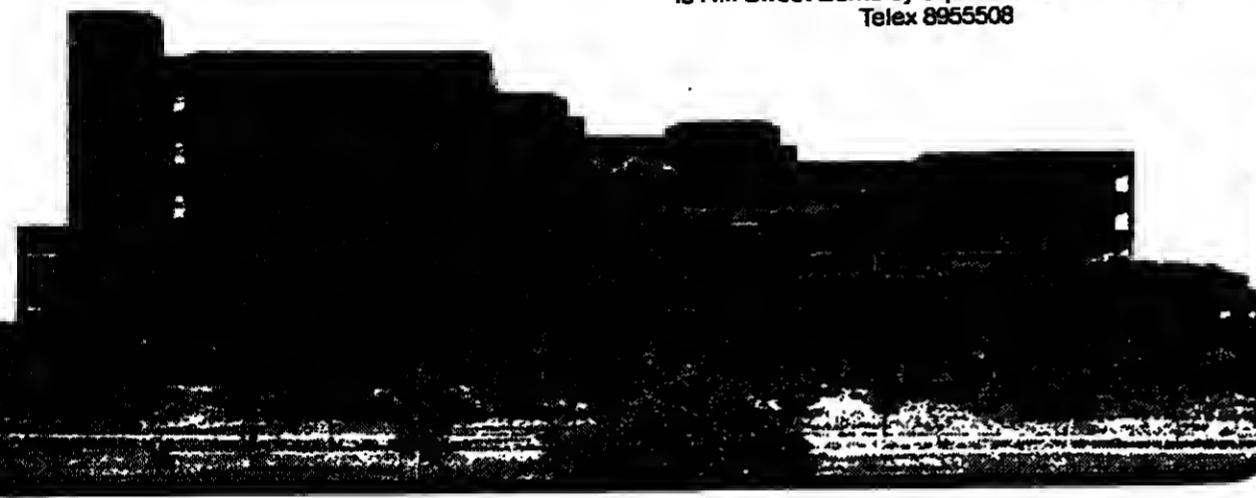


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Petrochemical plants and sea-water desalination units, works for metallurgical and rolling-mill technology, mechanical handling systems for distribution and warehousing, automation systems for processing and power engineering as well as high-speed printers for data systems, which print up to 800 characters per second in four colours, are examples of our performances in this field.

And, of course, complete pipelines that bring oil and gas from remote sources to the centres of consumption. Designed and constructed by Marriesmann, whether with our own or external know-how, always with creativity and a strong personal interest that gives the performance an unmistakable signature.

Ask the man from Marriesmann



Ask the man from Marriesmann

8

Jeffrey

8

MINING NEWS

Noranda sees light at the end of the tunnel

BY KENNETH MARSTON, MINING EDITOR

AUSTRALIA'S Coal and Allied Industries (CAIL), the producer of coking coal and steam coal in the Hunter Valley of New South Wales, has moved back into profit during the first half of its current year to June 30.

It has earned a pre-tax profit of A\$3.47m (£2.19m) in the period compared with a profit of A\$3.77m in the same period of 1981-82 and a loss of A\$4.7m in the second half of the year, reports Lachlan Drummond from Sydney.

After a tax credit on the latest occasion of A\$160,000 compared with one of A\$178m a year ago, the latest half-year net profit comes out at A\$3.83m against A\$5.54m a year ago. The interim dividend has been maintained at 6 cents.

Overall turnover of the group in the latest half year rose by 25.6 per cent to A\$1.75bn. Total exports were 20 per cent up at 2.82m tonnes of which increased exports accounted for 2.62m tonnes.

CAIL remains dissatisfied with the profit performance. The directors point to the adverse effects of high production and distribution costs, high interest rates and Government charges, together with a weakening market for coking coal and, to a lesser extent, steam coal.

CAIL's interest charges more than doubled in the latest financial year, owing of cash via a rights issue and other financing moves designed to limit interest costs.

The company comments on "relatively" downward pressure on coal contract prices and tonnages in Japan, saying that Australian producers are finding it difficult to resist making price cuts in the face of reductions already made by coal producers from other countries.

However, the company believes that the market position brought about by the fall in oil prices and the reduced demand for coal from the steel, cement and power industries may be short-lived.

LADBROKE INDEX
based on FT index
633-638 (-4)
Tel: 01-493 5261

Bullion's rapid fall towards the \$400 per ounce level caused heavy selling of leading gold from Johannesburg, the Continent and London, wiping up to £5 off the share prices of several of the heavyweights. New York sellers, by contrast, seemed

reluctant to part with their shares, with the result that metal prices rallied a little from their lows towards the close of trading in London. The Gold Mines Index nevertheless closed showing its biggest-ever one-day fall at \$63.5, down 6.25 points.

lumber, copper and aluminium. Redoubling of the cost reduction measures in effect and lower interest rates this could produce an improvement in Noranda's 1983 results, particularly during the second half of the year. But the company cautions that unless the recovery is stronger than expected, results will still be unsatisfactory and "reasonable" earnings will not be achieved until 1984-85.

Rio Algoma earnings fall 73%

THE Rio Tinto-Zinc group's Canadian arm, Rio Algoma, has done better in the first quarter of 1983 than in the third. But total earnings for 1982 are still 73 per cent down at C\$17.8m (£9.5m), or 98 cents per share, compared with C\$85.8m in 1981.

Last year's revenue fell 17 per cent to C\$760.2m.

Third-quarter earnings in 1982 were slightly lower, the weakness of copper and molybdenum prices caused the 68.1 per cent-owned Lorne Mining to rise into a net loss of C\$11.14m despite higher production of the two metals.

The combined steel manufacturing and mineral distribution activities of Rio Algoma also lost money because of weak markets, depressed prices and higher costs. RTZ has a 52.7 per cent beneficial interest in Rio Algoma.

If the underground exploration does lead to an expansion at the mine, at Bissie six miles from Truro, Carnon will consider re-

processing almost 1.5m tonnes of tailings at the mine site.

This waste material dates from between 1955 and 1963, and Mr Calver said that refinement since then in Wheal Jane's tailings plant will give a clear indication that a lot more tin could be extracted.

Local observers are expecting Carnon to have no problem in obtaining permission to go ahead with its exploration efforts, as any expansion of production at Wheal Jane would have considerable employment implications in a depressed area.

The mine is currently producing an annual rate of 1,700 tonnes of tin. Wheal Jane can break even at a tin price of just under £7,000 per tonne, and any expansion of output would probably lower that figure.

The tin price was just above £8,700 yesterday.

International round-up

THE LONDON-REGISTERED East Rand Consolidated Investment company has announced a rights issue to raise around £1.45m. The terms are 36-for-100 et 22p, and a total of 6.61m shares will be issued.

The company reported attributable profits for 1982 of £1.66m up from £436,400 in 1981, with the bulk of the advance being accounted for by

an extraordinary credit of £536,200 arising from the sale of one substantial investment in the South African portfolio. The dividend is being raised from 1.1p to 1.15p. Net assets per share are £1.15 down from 37.6p from 29.6p at the end of 1981.

This compares with yesterday's London share price of 52p.

Australia's Paragon Mining and Exploration plans, by way of an underwritten rights issue of one-for-one at 75 cents per share, a total of 5,630m new shares will be issued. Paragon's major shareholder, Apollo International Minerals, has indicated that it does not intend to take up its entitlement.

Paragon said the issue was intended to place the company in a position to take advantage of opportunities which may arise in the near future.

Balmoral Resources, a Perl-based exploration company, has acquired a 25 per cent interest in several prospecting licences and mining leases covering an area of 2,000 acres to the north and north-east of Coolgardie, Western Australia.

The area is of complex geological structure, but is known to contain gold mineralisation, evidenced by 13 small mines which are no longer in production and one which is still being operated.

Records indicate an average recovery grade of around 14 grammes of gold per tonne, and Balmoral hopes to prove up an open-pit operation with a large tonnage and a grade of about 4 grammes per tonne.

Overdrafts, meanwhile, will cost Barclays Cashplan customers 18.25 per cent (a true annual rate of 19.5 per cent), which is significantly higher than the norm for overdraft rates for current account customers – around 3 to 4 per cent over the 10.5 per cent base rate.

In addition, Barclays plans to charge customers 40p for each withdrawal by cheque and 20p for each direct debit. There is also a requirement that customers transfer at least £10 per month from their main current account. The Cashplan scheme provides separate cheque book, Barclaybank card, standing orders and direct debits.

Like the Midland and Lloyds plans already in action, the Barclays programme offers customers a revolving credit facility. It provides a credit line of 30 times the agreed monthly payment up to a maximum of £3,000.

Barclays has yesterday denied that the 18.25 per cent overdraft rate was too high. "The interest and overdraft rates are pitched at a level that is very competitive," said a Barclays executive.

Lloyds Bank introduced its Cashflow scheme in October 1980, a similar account which calls for a £20 monthly deposit and currently pays interest at 5 per cent and charges 16 per cent for overdrafts. Lloyds Bank has 187,000 Cashflow account holders.

Midland Bank introduced its Save and Borrow scheme last September, stipulating £10 monthly payments and currently charging 16.5 per cent for overdrafts and paying 6.5 per cent interest. Midland said it has 93,000 account holders, of which 35,000 have been generated since the launch of Save and Borrow last September.

The remaining 58,000 accounts existed in a previous scheme called the Personal Credit Plan Account which was subsumed by Save and Borrow.

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Ask the man from Marriesmann

8

BASE LENDING RATES

A.B.N. Bank	11%	Gulf Gtree Trust Ltd.	12%
Allied Irish Bank	11%	Hambros Bank	11%
Amro Bank	11%	Hargrave Secs. Ltd.	11%
Henry Ansbach	11%	Heritable & Gen. Trust	11%
Arthur Atherton	11%	Hill Samuel	11%
Armenia	11%	Houze & Co.	11%
Associates Cap. Corp.	11%	Hongkong & Shanghai	11%
Banco de Bilbao	11%	Kingfisher Trust Ltd.	11%
Bank Hapoalim BM	11%	Knowsley & Co. Ltd.	11%
BCCI	11%	Lloyds Bank	11%
Bank of Ireland	11%	Malinshall Limited	11%
Bank of Luxembourg (UK) plc	11%	Midland Bank	11%
Bank of Oxford	11%	National Westminster	11%
Bank Street Secs. Ltd.	10%	Norwich Gen. Trst.	11%
Banque Belge Ltd.	12%	P. S. Reeson & Co.	11%
Barclays Bank	11%	Royal Trust Co. Canada	11%
Barclays Holding Co.	11%	Roxburgh Guarantee	11%
Brit. Bank of Mid. East	11%	Roxburgh's Bank	11%
British Shipyards	11%	Standard Chartered	11%
Canada Permit's Trust	11%	Trade Dev. Bank	11%
Castle Credit Ltd.	11%	Trustee Savings Bank	11%
Charterhouse Holdings	11%	TCB	11%
Chuburton	11%	United Bank of Kuwait	11%
Citibank Savings	11%	Volkas & Int'l. Ltd.	11%
Clydesdale Banks	11%	Wells Fargo Bank Corp.	11%
C. G. Carter	11%	Whiteway Lanes	11%
Comins Bk of N. East	12%	Williams & Glyn's	11%
Consolidated Credits	11%	Wintrust Secs. Ltd.	11%
Co-operative Bank	11%	Yorkshire Bank	11%
The Cyprus Popular Bk	11%	Comm. of the Accepting Houses	
Dunelm Lawrie	11%	7-day deposits 3% 1-month 3.25% Short-term £3,000/12-	
E. T. Trust	11%	£10,000 up to £50,000 up to £50,000	
Exeter Trust Ltd.	11%	£50,000 and over 9.5%	
First Nat. Fin. Corp.	13%	21-day deposits over £1,000 5%	
First Nat. Secs. Ltd.	13%	Demand deposits 6%	
Robert Fraser	12%	Mortgage base rate	
Grindlays Bank	11%		
Guinness Manon	11%		

BIDS AND DEALS

Leyland
Paint in
£2m retail
disposal

Leyland Paint and Wallpaper has agreed to dispose of 46 retail outlets to Jacobs a leading DIY retailer.

Consideration for the property, which includes fixtures and fittings, is £273,000 (book value £760,000) plus stock at valuation. It is estimated that total proceeds of sale will amount to approximately £2m.

The sum of £626,075 will be payable on March 7 1983, £273,000 on March 14 and the balance relating to the value of the stock on March 30.

Leyland also intends to appoint Jacobs as managing agents for its remaining 45 retail outlets which will continue to operate as DIY stores selling mainly Leyland manufactured products.

Traditionally the directors say there has always been some movement in the Leyland Paint company's manufacturing and retailing activities. Besides rendering gearing they feel that this disposal will allow management to devote its skills towards further development of the company's manufacturing interests.

HELENE BUYS

Mr Gordon Hesford and Mr Mark Hornan, partners in Price Waterhouse who were appointed joint receivers and managers of L.C. (Tallwear) last December, have sold the factory, stock and plant to Helene of London for \$2.2m (£1.4m).

The company produces high quality children's outerwear and will continue manufacture at Newcastle upon Tyne.

The sale does not include the operation of the subsidiary company in Blyth.

UKO INTL

Consult International has disposed of its entire holding of 1,667,358 shares in UKO International.

W. CANNING SALE

W. Canning, the chemicals, metals and electronics group, has contracted to sell its Australian subsidiary for £461,000, which will obtain repayment of £190,000 inner-company indebtedness. The consideration approximates to net assets at January 31 1983.

The company, Lawrence Smith and Canning Pty, is being sold to Healing Industries of New Zealand, subject to authorisation of the appropriate bodies.

It is anticipated that the property owned by Canning and leased to Lawrence Smith will be sold for £1.5m. It has recently been independently valued at £650,000.

Canning expects the income from future royalties, property lease and interest savings will exceed the annual income generated by Lawrence Smith in recent years.

BANCO URQUIJO S.A.

INTERNATIONAL DEPOSITORY RECEIPTS

An offer has been made by Banco Hispano Americano S.A. for the outstanding ordinary shares of Pesetas 1,000 each of Banco Urquijo S.A. It is stated that the offer will provide Banco Urquijo shareholders with an alternative income-yielding asset and that the process of recovery as well as the consolidation of Banco Urquijo into the Banco Hispano Americano Group will not allow Banco Urquijo to pay any dividends for the next five years. Details of the offer as advised to the Depositary are as follows:

1. Banco Hispano Americano S.A., Madrid, offers to acquire Banco Urquijo S.A. shares through an exchange of two Banco Hispano Americano S.A. ordinary shares of Pesetas 500 each for every three ordinary shares of Pesetas 1,000 each Banco Urquijo S.A. Fractional entitlements will not be paid in cash.
2. The offer is for a maximum of 8,579,401 ordinary shares of Banco Urquijo S.A. and could be withdrawn if the total acceptances do not reach a minimum of 3,805,954 ordinary shares of Banco Urquijo S.A.
3. The offer is open for acceptance until March 16th, 1983.
4. All the exchange and transfer operations relating to the offer will take place on the day the result of the offer is published in the Madrid Stock Exchange Official Bulletin (Boletin Oficial de Cotizaciones de la Bolsa de Comercio de Madrid).

Holders of IDRs may instruct the Depositary to accept the offer in respect of the shares represented by their Receipts by completing and lodging a form of acceptance together with their Receipts with coupons numbered 3 to 30 attached at the office of the Depositary at the address below.

Forms of acceptance and copies of an English translation of the text of a letter sent to Banco Urquijo S.A. shareholders by Mr. Jaime Carvajal, President, are available at the office of the Depositary at the address below.

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Duport sells Slumberland for £0.47m to Melatex

BY CHARLES BATCHELOR

Duport, the engineering and domestic equipment group, has finally sold its loss-making Slumberland bedmaking business after two previous attempts ended in failure.

Melatex, a newly-formed company in which Drake Foam, part of the Oldham-based L & Hyman group, has a minority holding, has paid £465,376 cash for Slumberland.

Duport had earlier held talks about the sale of Slumberland to Silvertight Holdings, Britain's largest bedmaker, but these broke down last October.

In December, Duport announced that Airsprung Group of Trowbridge, Wiltshire, would buy the rights to the Slumber-

land trade name and take over Vi-Spring as a going concern for £2.25m.

These plans were also dropped, however, it emerged yesterday. Mr Henry Mitchell, financial controller at Duport, said agreement had finally been reached with Melatex because this deal would allow it to retain its Vi-Spring interests.

"We had a better approach from the people we finally sold to," he added. "Under the deal with Airsprung we would have had all the costs of shutting down the Slumberland operation."

The Vi-Spring activities retained by Duport account for turnover of about £3m and employ 100 people.

Melatex, in which a majority is held by private investors

alongside Drake Foam, expects to have to shed about one-third of the 300 jobs at Slumberland.

"I have been looking at the accounts and walking round the factory and a lot can be put right in a very short time," said Mr Peter Buckley, chairman and chief executive of Hyman.

"I would be disappointed if I don't turn it round to profit in the next few months. It has been treated as a group subsidiary by Duport, which has meant they have looked at it from a distance.

"It has had to carry high management charges, for example, and high computer costs."

Hyman, which is a publicly quoted converter and manufacturer of plastic foam, expects to gain an immediate boost from orders worth £400,000-£500,000 from Slumberland.

Caparo steps up Barton stake

Caparo Industries, the wholly-owned manufacturing subsidiary of Caparo Group, has bought a further 575,000 shares in Kardon Group. This takes Caparo's stake in the tubing and foundry, industrial services and engineering group to almost 4.6m, or 19.4 per cent.

Caparo Industries, the engineering and industrial services group headed by Mr Swraj Paul, first bought a stake in Barton more than a year ago.

Asked yesterday if Caparo was preparing for a bid, Mr. Ian Leek, the company's chief executive, said: "Our purchases started as an investment and may well end up as an investment."

At present, Caparo has stakes ranging from five to 10 per cent holding in three other companies—Brock-

house, Richardson Westgarth and Arthur Goss.

"If people assume that these are all going to be taken over, then they are going to be sadly mistaken," Mr Leek said.

Caparo has nevertheless made three acquisitions in recent months. Most recently, it paid £2.5m for E. Austin, the loss-making forklift business based in Hertfordshire. In November last year, it bought Harlock, which manufactures attachments for forklift trucks, for under £400,000. It has also recently bought Ralph and Co. (Birmingham), a bar and forging steel stockholding business for £250,000.

Early last year, Caparo built up a 20 per cent stake in Ductile Steels, only to dispose of its holding to Glynwed when the latter made an agreed bid in March. The profits from this disposal, estimated at about £1.7m, have underwritten some of Caparo's recent investments.

Mr Leek preferred not to comment on the group's overall acquisition policy until annual accounts are published late in April. At that stage, the company will have reached a firm conclusion about the role to be played by E. Austin inside the group.

For the first six months of 1982, Caparo Industries earned pre-tax profits of £159,000, up from £117,000 in the comparable period a year earlier. Turnover for the year was £28m, compared with £21.75m. Net borrowings for the group are understood to be at about the same level as they were 12 months ago—around £10m.

Hyde-Thomson, the chairman, said: "Ibstock has now quantified a further write-off of assets in its 1982 accounts foreshadowed in December as about £1.24m (£7.5m). This comes after a write-off of £1.89m in the interim accounts.

Trading conditions in the Netherlands have been difficult for some time and significant losses have been incurred in recent years, including an estimated trading loss of £2.3m in 1982, Ibstock said.

Some redundancies will be necessary at Ruges under RBB but Ibstock's financial position will be much stronger, Mr Paul.

Bowater acquires Blue Circle building offshoot

Bowater Corporation has acquired Johnstone and Peaton, a builders merchant, from Blue Circle Industries. Blue Circle announced its intention to dispose of this subsidiary last October.

The acquisition follows Bowater's policy of developing new business activities.

Johnstone and Peaton, which has 14 depots in Scotland, with an annual turnover of £20m, will join Crossley, Bowater's builders' merchanting business. Crossley's chief executive, Mr H. W. Usherwood, becomes chairman of Johnstone and Peaton and Mr J. R. F. Martin, remains as managing director.

Crossley already has 26 depots in north-east and eastern England and in Scotland.

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INTERNATIONAL COMPANIES and FINANCE

Bond market reflows to rise by \$18bn in year, study says

By OUR EUROMARKETS STAFF

TOTAL reflows into the international bond markets will rise by over \$18bn this year to \$52.2bn, according to a study carried out by Orion Royal Bank. Reflows consist of money paid to investors in the form of interest and principal repayments.

The projected increase suggests that more money will become available for reinvestment in the markets. The study shows that reflows in the Eurobond market this year will total \$31.6bn (1982: \$31.2bn).

Of these reflows, only 41 per cent represent principal repayment, the majority comes from interest payments. But by 1987, these proportions are likely to change substantially. Orion Royal suggests that 63 per cent will be due to principal repayments.

The majority of reflows will be paid in U.S. dollars (58 per cent in 1983).

Refloows into the Eurobond market next year are estimated to come to \$32.6bn.

ENEL in \$200m credit

By Peter Montagnon, Euromarkets Correspondent

ENEL, Italy's state electric company, is raising \$200m through a six-year credit led by Chase Manhattan.

Terms on the deal provide for a margin of 1% per cent over U.S. prime rate or the 90-day certificate of deposit rate, whichever is higher.

This is a higher margin than that paid last year over prime rate by other Italian state entities.

The deal also suggests that refloows during August, amounting to less than \$2bn, will be the smallest of any month this year. This will also be the month in which about \$1bn will fall due, as the balance for the state partly paid issues that came out in December 1982 and January of this year.

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Refloows into the Eurobond market next year are estimated to come to \$32.6bn.

New issues worth \$460m hit Eurodollar market

By MARY ANN SIEGHART IN LONDON

NEW ISSUES totalling \$460m were brought to the Eurodollar market yesterday on news that Mr Paul Volcker the Federal Reserve chairman, thought U.S. interest rates were on their way down. Early gains in secondary market prices were, however, pared in the afternoon as fears of over-supply of new paper took hold.

The biggest issue was for British Columbia Hydro, the electrical utility company, led by Deutsche Bank, it started off at \$150m but was increased in the afternoon to \$200m. It carries a coupon of 10% per cent with a life of 5 years and is priced at 99%. In pre-market trading, it started at a discount of around 1% per cent, but that widened when the amount of the issue was increased.

The Swedish Export Credit Corporation (SEK) is to raise \$100m through a three-year, 10% per cent bond, priced at 95. Lead manager is Credit Suisse-First Boston and the

paper was selling in the market at a discount of about 1%.

Credit Suisse-First Boston is also lending seven-year \$100m for the Long Term Credit Bank of Japan. The deal, which involves an interest rate swap, has LICB itself and Morgan Guaranty as co-lead managers. The amount being raised is \$100m with a coupon of 11 per cent in the grey market yesterday at a discount of about 1% per cent.

Finally, a \$40m issue was launched yesterday by Hitachi Zosen, formerly Hitachi Shipbuilding and Engineering. It is open-priced (though the lead manager, S.G. Warburg, expects the price to be 100) and the expected coupon is 1% per cent.

On the Continent, D-Mark foreign bonds rose by about 4% point, while in Switzerland, prices eased slightly on the back of a strong dollar.

FT INTERNATIONAL BOND SERVICE

The list shows the 200 latest international bond issues for which an adequate secondary market exists. For further details of these or other bonds see the complete list of Eurobond prices published on the second Monday of each month. The following are closing prices for February 28.

U.S. DOLLAR STRAIGHTS Issued Bid Offer Change in Yield Japan-Nikkei 7% 87 97 102 103 0 0 +1 7.12

Amer B/S/F Fin 14% 89 75 112.50 113.20 -0.5% +1% 11.10 0 0 +1% 7.56

Amer Fin 12% 89 75 108.50 109.20 -0.5% +1% 10.20 0 0 +1% 7.54

BHF Finance 14% 88 150 158.50 159.50 -0.5% +1% 12.51 0 0 +1% 7.53

British Cpl Hyd 14% 89 150 114.50 114.50 -0.5% +1% 11.58 0 0 +1% 7.52

British Cpl Hyd 15% 92 150 117.50 118.50 -0.5% +1% 12.50 0 0 +1% 7.51

Canadian Nat 12% 88 175 165.50 166.50 -0.5% +1% 11.50 0 0 +1% 7.50

Canadian Nat 11% 90 150 181.50 181.50 -0.5% +1% 11.50 0 0 +1% 7.49

Cash Pac Ltd 14% 82 150 118.50 119.50 -0.5% +1% 12.50 0 0 +1% 7.48

Cash Pac Ltd 14% 83 150 118.50 119.50 -0.5% +1% 12.50 0 0 +1% 7.47

Cash Pac Ltd 15% 82 150 184.50 185.50 -0.5% +1% 8.81 0 0 +1% 7.46

Cash Pac Ltd 15% 83 100 24.50 24.50 -0.5% +1% 18.70 0 0 +1% 7.45

Cash Pac Ltd 15% 84 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.44

Cash Pac Ltd 15% 85 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.43

Cash Pac Ltd 15% 86 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.42

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Cash Pac Ltd 15% 92 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.36

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Cash Pac Ltd 15% 95 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.33

Cash Pac Ltd 15% 96 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.32

Cash Pac Ltd 15% 97 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.31

Cash Pac Ltd 15% 98 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.30

Cash Pac Ltd 15% 99 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.29

Cash Pac Ltd 15% 00 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.28

Cash Pac Ltd 15% 01 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.27

Cash Pac Ltd 15% 02 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.26

Cash Pac Ltd 15% 03 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.25

Cash Pac Ltd 15% 04 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.24

Cash Pac Ltd 15% 05 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.23

Cash Pac Ltd 15% 06 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.22

Cash Pac Ltd 15% 07 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.21

Cash Pac Ltd 15% 08 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.20

Cash Pac Ltd 15% 09 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.19

Cash Pac Ltd 15% 10 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.18

Cash Pac Ltd 15% 11 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.17

Cash Pac Ltd 15% 12 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.16

Cash Pac Ltd 15% 13 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.15

Cash Pac Ltd 15% 14 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.14

Cash Pac Ltd 15% 15 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.13

Cash Pac Ltd 15% 16 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.12

Cash Pac Ltd 15% 17 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.11

Cash Pac Ltd 15% 18 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.10

Cash Pac Ltd 15% 19 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.09

Cash Pac Ltd 15% 20 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.08

Cash Pac Ltd 15% 21 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.07

Cash Pac Ltd 15% 22 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.06

Cash Pac Ltd 15% 23 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.05

Cash Pac Ltd 15% 24 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.04

Cash Pac Ltd 15% 25 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.03

Cash Pac Ltd 15% 26 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.02

Cash Pac Ltd 15% 27 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.01

Cash Pac Ltd 15% 28 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 7.00

Cash Pac Ltd 15% 29 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 6.99

Cash Pac Ltd 15% 30 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 6.98

Cash Pac Ltd 15% 31 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 6.97

Cash Pac Ltd 15% 32 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 6.96

Cash Pac Ltd 15% 33 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 6.95

Cash Pac Ltd 15% 34 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 6.94

Cash Pac Ltd 15% 35 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 6.93

Cash Pac Ltd 15% 36 100 180.50 180.50 -0.5% +1% 12.50 0 0 +1% 6.92

<p

EEC member states urged to sign jute pact, Page 31

Jeffrey

SECTION III - INTERNATIONAL MARKETS

FINANCIAL TIMES

Tuesday March 1 1983

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WALL STREET

Industrials swerve to avoid dents

A BOUT of profit-taking emerged as expected on Wall Street yesterday but was slow to dent the substantial gains scored last week. This was amid nervousness that the heavy fall in gold bullion prices might force some institutions to sell industrial shares, writes *Terry Byland* in New York.

An early five-point fall in the Dow Jones industrial average was soon recovered, but by 2pm it had begun to slip back again, 0.78 at that stage to 1,120.18. The index closed 8.32 down at 1,112.62.

Interest rates initially continued lower in the credit markets on the expectation that inflation was set to slow further. Several major banks, including Chase Manhattan and Bankers Trust, followed the trend to lower prime rate of 10 1/2 per cent, and the market's satisfaction with Friday's news on consumer prices was nourished over the weekend by reports of the lowest petrol price for four years.

Transportation issues, the immediate beneficiaries of lower fuel costs maintained their form but could not always

extend last week's gains. Pan Am traded steadily at around \$5 1/2 through early afternoon, little changed from last week, but Delta Airlines at \$47 1/2 attracted buyers.

Oil shares remained depressed by the prospect of lower selling prices for their product. Exxon saw further selling at first but there were buyers around as well and the stock held fairly steady at \$29 1/2.

Schlumberger, the oil search industry leader, fell \$2 1/2 to \$40 1/2 by 2pm as further sellers came into the market. Atlantic Richfield at \$40 1/2 also suffered further selling pressure.

Elsewhere IBM, the market's bellwether, managed to hold on to the \$100 mark after giving up \$4. Gulf and Western at \$24 1/2 improved on the news that Mr. Carl Icahn has taken a substantial stake. Mr. Icahn has been successful in the past in identifying shares undervalued in the market.

The severe fall in bullion brought tense moments in the gold share sector. Most gold mining issues failed to open in the morning and dealers were unsure of the likely trend.

Early gains in the bond and credit markets were trimmed later in the session when it became clear that major investors were unwilling to add further to the portfolios built up last week.

The benchmark Treasury 10 per cent bonds of 2012 rose as high as 99 1/2 at one time before settling back to 98 1/2, a

gain of only about 1/2 on Friday's final quotations. This was also by 2pm.

Investors were still slightly disappointed by the absence of a cut in the Federal Reserve's discount rate. Federal funds held at around 8 1/4 per cent, at which level the Fed announced a \$1.5bn customer repurchase.

The three-month Treasury bill rate stood at 7.85, a shade below Friday's close but had been up to 7.88, while the six-month bill rate of 7.89 had been as high as 7.91.

Toronto, a market weighted far more strongly toward the resource issues, consequently suffered an acute setback. Declines led advances by a margin of about three to one overall as temporary trading halts were called on Lake Shore Mines, Campbell Red Lake and Dome Mines because of imbalances on the selling side.

Utilities and papers did better than the rest in Montreal.

FAR EAST

Tokyo rally still lacks substance

THE RALLY in Tokyo share prices last week, pausing only for a slight downward twitch on Saturday, resumed anew yesterday in buying across a broad front. But set against that was the continuing steadiness of trading volume and the relatively modest extent of gains, particularly among the blue chips.

Interest centred on lower-priced domestic industrial issues, while the international populars were mixed for much of the day before picking up towards the close.

The Nikkei-Dow Jones market average improved 38.99 to 8,085.57 after Saturday's 9.46 contraction, while the Tokyo SE index added 3.03 to 592.18 following a bare 0.07 dip the previous session. Turnover dwindled to some 250m shares.

A reflection of the lack of solidity in the return was the performance of Japan Line, one of the market's recent favourites, which showed itself vulnerable to profit-takers. It led the actives with 17.8m shares to finish Y4 lower at Y19.2.

But Mitsui Minog and Smelting, a prominent resource speculative and also actively dealt, gained Y15 to Y818. Elsewhere properties, drugs and textiles advanced but paper pulps and printing issues retreated.

Government bond prices came back during the afternoon in similarly thin trading. Bond managers said conditions were once the less improving in anticipation of a U.S. discount-rate cut.

A sharp reversal in Hong Kong was attributed by brokers mainly to a withdrawal of funds from equities in order to cover losses suffered in a plunging gold market, which took the bullion price there to below \$400 at one point. The Hang Seng index slid 44.75 to 1,921.55.

A correction had been expected after the index regained the 1,000 level last Thursday for the first time since September, and the bulk of the selling came from smaller investors. Hutchison Whampoa fell 90 cents to HK\$13.50, Hongkong Bank 30 cents to HK\$9.15 and Hongkong Land 33 cents to HK\$4.67.

This halted a Singapore advance to leave the Straits Times industrial index 2.15 ahead at 827.44 and the broader market narrowly mixed. Straits Trading rose 30 cents to \$8.30 but Selangor Properties fell 25 cents to \$8.70.

AUSTRALIA

Golds suffer

GOLD-RELATED mining stocks, suffering from a severe bullion price setback, took the brunt of selling in Sydney, although pre-election caution meant that trading remained relatively light.

Declines overwhelmed advances 192 to 54, with 133 issues traded but unchanged. Gold Mines of Kalgoorlie slipped A\$1.30 to A\$10 and Central Normans the same amount to A\$7.50.

Oils remained weak in Melbourne but some industrial majors resisted the trend.

SOUTH AFRICA

Losses curbed

SHARP opening lows in Johannesburg gold shares were adjusted gradually upward as the bullion price came out of a morning plunge, but losses among heavyweight producers still extended to R5.25 for Freguls by the close at R48.25.

Sympathy reactions were evident in mining financials - where Anglo-American lost R1.25 to R19.25 after R18.90 and De Beers 55 cents to R7.65 as well as in other metals and the industrials.

Barlow Rand shed 80 cents at R11.70.

EUROPE

Uncertainty the cause of caution

THE CONVERGENCE of a sharp retreat in gold with the continuing negotiations among Opec states - providing acute price uncertainty for the world's two key commodities - had its echo yesterday even in the non-resource-based bourses, where this nervousness often showed in subdued trading levels and a muted decline in share values.

Strength in the dollar and Wall Street's precarious position above the 1,100 level were also contributory factors to a backtracking in centres such as Zurich.

Banks there were most affected, with losses of SwFr 140 for Leu at SwFr 3,950 and SwFr 5 for Swiss Bank Corp at SwFr 323, the latter ahead of its annual press conference today.

Last week's strong rally in Frankfurt gave way to profit-taking as many investors appeared content now to liquidate their enhanced holdings ahead of the March 6 elections. The Commerzbank index of 60 leaders, at 806.9, was 5.9 back from a four-year high on Friday.

Overshadowing the general trend was a mountain of small orders for AEG-Telefunken. This followed a statement from the troubled electrical group that its court-supervised debt settlement plan was set to go through and that adequate credit lines remained.

The stock sprang to life with a DM 22.50 surge to DM 81. Other electrics varied between DM 1.30 fall for Siemens at DM 277.50 and a one-mark rise for Brown Boveri at DM 226.

Sentiment in Paris was additionally depressed by the sharply higher January trade deficit announced at the end of last week, and a reluctance in the inflation rate to slow. The food and drink sector fared poorly, with a FFr 18 fall by Moët-Hennessy at FFr 836 and FFr 3.50 for Perrier at FFr 250.

Elsewhere Matra did well with a FFr 35 jump to FFr 1,225.

Copenhagen, by contrast, was buoyed by news of a Danish balance of trade turnaround into surplus for the first time for 18 months, and reports that the Government expects an early bank rate cut.

The banks themselves were only barely steady, but this was compensated for by rises such as Dkr 55 for Novo at Dkr 2,210.

The half-point cut in the Dutch bank rate came too late to affect trading in Amsterdam, where dealings were lively only in Royal Dutch, which ended F1 1.20 lower at F1 94.10, and in the banks.

ABN recovered opening losses but Ned Mid shed a guilder to F1 125. A thin bond market left prices virtually unchanged.

Brussels also provided a mixed result, as instanced in chemicals, where Solvay added BFr 60 to BFr 2,430 but UCB

slipped BFr 15 to BFr 2,870. Holding companies and non-ferrous metals steadied, but gold issues pulled down the foreign sector.

This spread in part reflected a Kreditbank forecast yesterday of a break-even inflation in Belgium this year, an improved payments position, but no growth - described as "at best a year of stabilisation."

Dull trading in Milan left prices sharply easier among the big industrials and the banks. Olivetti fell L57 to L2,665 and Banca Commerciale L400 to L35,950. Treasury securities tended firmer but convertible bonds eased.

Forestry issues continued to advance powerfully in a Stockholm market which was otherwise victim to profit-taking. This centred on the industrial majors which are in the process of reporting 1982 results.

LONDON

Gilts provide the only strength

GOVERNMENT securities retained a calm and firm undertone as many other areas of London stock markets recoiled violently in continued nervous trading yesterday.

South African golds were inundated by selling orders from all sources except the U.S. and prices sustained their largest falls ever as the bullion price collapsed further. The FT Gold Mines index was down an unprecedented 62.8, or 10 per cent, at 563.8.

Gilt-edged prices rose as investors warmed to lower U.S. prime rates and official views that rates were too high. For much of the session, trade was one-way and longer-dated stocks gained 1 1/4 before sellers clipped final rises to around a point.

Late easiness in sterling, as the dollar strengthened, affected the shorts and many surrendered half-point rises to close only marginally better on the day. Index-linked issues extended Friday's upturn, despite switching into conventional gilts, although improvements were restricted to a quarter.

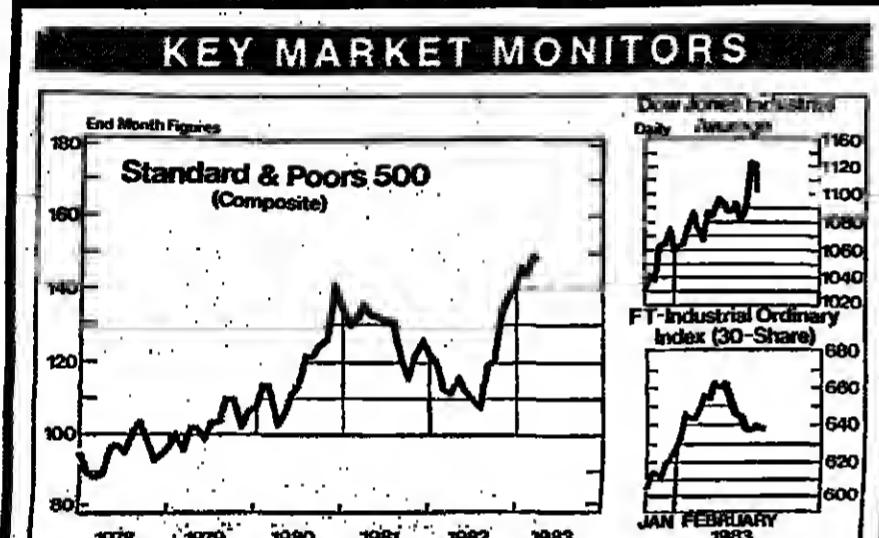
Equity interest was focused on Polly Peck, the trading group under fire from the Turkish Cypriot authorities. It had fallen 10% more to 1.17 when dealings were suspended at the company's request.

Popular speculative counters took a pounding, along with many recent issues, particularly those in the Unlisted Securities Market such as Bio-Isolates, down 60 at 320p.

Leading shares drifted easier, and the FT Industrial Ordinary index closed 1.5 down at 637.7.

A cut in dividend which accompanied figures from Vickers in engineering caused disappointment.

Diamonds and platinums, both strong in recent weeks on the back of the golds, also lost ground. Share information service, Page 32-33.



STOCK MARKET INDICES			
NEW YORK			
Feb 28	Prev	Year ago	
DJ Industrials	1112.62	1120.74	824.39
DJ Transport	491.98	492.3	336.58
DJ Utilities	125.05	124.82	107.23
S&P Composite	148.98	149.74	113.11
LONDON			
Feb 28	Prev	Year ago	
FT Ind Ord	637.7	639.2	550.8
FT-A All-share	399.35	401.27	317.18
FT-A 500	431.37	433.46	335.69
FT-A Ind	407.82	409.80	309.08
FT Gold mines	563.9	562.7	252.8
FT Govt sec's	73.43	78.94	66.91
AUSTRALIA			
All Ord.	498.8	504.4	490.8
Metals & Min.	495.0	505.7	355.1
AUSTRIA	49.33	48.99	54.69
Belgian SE	107.33	107.34	96.11
CANADA			
Toronto Composite	2096.9	2123.10	1671.3
Montreal Industrials	356.51*	363.68	232.08
Combined	350.34*	353.84	277.58
DENMARK			
Copenhagen SE	n/a	114.67	98.62
FRANCE			
CAC Gen	107.10	107.4	120.10
Ind. Tendance	111.70	113.5	121.5
HONG KONG			
Hang Seng	1021.55	1066.3	1271.8
ITALY			
Barca Comm.	n/a	203.02	204.02
MEXICO			
FAZ-Alden	269.22	270.76	230.08
Commerzbank	806.9	812.8	702.7
NETHERLANDS			
ANP-CBS Gen	110.3	110.5	86.4
ANP-CBS Ind	97.0	97.3	69.5
NORWAY			
Oslo SE	144.39	145.71	104.77
SINGAPORE			
Straits Times	827.44	825.29	740.73
SOUTH AFRICA			
Gold	773.1	855.4	481.2
Industrial</td			

WORLD STOCK MARKETS

CANADA

(Closing Prices)

Stock

Feb. 28

Price

+ or

%

Var.

Feb. 28

CURRENCIES, MONEY and CAPITAL MARKETS

FOREIGN EXCHANGES

FINANCIAL FUTURES

Dollar firm on gold's fall

The dollar was very firm in the foreign exchange market yesterday, but trade volumes were not particularly heavy. The sharp fall in the price of gold encouraged dollar buying with momentum building up during the afternoon when U.S. markets opened. The dollar still has a lot of time to go before it can be regarded as a buy, but at a time of great uncertainty about the future level of oil prices.

Sterling continued to look vulnerable because of the oil situation, but showed little change against other currencies apart from the dollar. Market sources suggested that the authorities probably intervened from time to time to limit the pound's fall. It touched a record low in the afternoon, and the finishing level of \$1.5150 was equal to the all time closing low.

DOLLAR — Trade-weighted index (Bank of England) 126.0, against 120.4 six months ago. The dollar is showing a strong strength as it has been for funds during a period of extreme uncertainty about the effects of falling oil prices on other currencies. U.S. interest rates have not fallen as sharply as one expects, partly because of the high level of Federal funding. These factors are tending to outweigh the present trade position and large U.S. balance of payments deficit.

The dollar rose to DM 2.4310 from DM 2.4130 against the D-mark, to \$1.5151-51.5251 in the afternoon, before closing at \$1.5145-15.1555, a fall of 1.30 cents in Frankfurt yesterday to a fixing of DM 2.4212 up from DM 3.6833 on the Swiss franc; and to Yen 237.50 from Y234.00 against the Japanese yen.

FRANCE — Trading range against the dollar in 1982-83 is 1.3265 to 1.5100, January average 1.3735. Trade-weighted index 80.2, compared with 80.1 at noon, 80.3 at the opening, 80.4 at the previous close, and 91.7 six months ago. Sterling has suffered its recent decline, and is still very weak and vulnerable. Uncertainty about the level of world oil prices, despite the recent cut of \$3 a barrel in North Sea crude oil, has led to a falling inflation and decreasing budget deficit, and good trade figures until recently, have been ignored.

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Changes are for ECU, transfers positive change denotes a weak currency. Adjustments calculated by Financial Times.

ECU EUROPEAN CURRENCY UNIT RATES

ECU	amount	% change	amount	% change	Divergence limit %
central rates	ECU	central rates	central rates	adjusted for divergence	
Belgian Franc ...	44,3704	+0.20	46,0588	+1.68	±1.5500
Danish Krone ...	6,22400	-1.23	6,19300	+0.23	±1.6400
German D-Mark ...	2,20200	-2.00	2,19200	-0.57	±1.6400
Italian Lira ...	0,621267	-2.45	0,621267	-0.54	±1.6400
Dutch Guilder ...	2,57971	-2.52	2,56195	-0.54	±1.6400
Irish Punt ...	0,621917	-0.24	0,621917	+1.22	±1.6400
Italian Lira ...	0,621917	-0.24	0,621917	+1.22	±1.6400

Changes are for ECU, transfers positive change denotes a weak currency. Adjustments calculated by Financial Times.

OTHER CURRENCIES

Feb. 28	£	\$	€	Note Rates
Argentina Peso ...	81,337-81,577	66,060-60,010	Austria ...	85,76-86,00
Australia Dollar ...	1,5880-1,5900	1,0470-1,0470	Belgium ...	76,70-76,70
British Guiana ...	577.48-581.48	379,54-381,44	Denmark ...	14,15-17
Philippines Peso ...	1,000-1,000	72,00-72,00	Finland ...	1,00-1,00
Greece Drachma ...	125,76-128,500	25,50-26,00	Germany ...	0,9814-0,9704
Iran Rial ...	10,01-10,03	16,3140-16,3190	Italy ...	3105-3150
Iraq Dinar ...	0,121-0,122	0,021-0,021	Iceland ...	4,00-4,00
Kuwaiti Dinar ...	0,51-0,549	0,9178-0,9185	Irish Punt ...	1,00-1,00
Luxembourg Fr. ...	72,80-72,70	47,93-47,95	Iceland ...	10,91-10,91
Malaysian Ringgit ...	9,055-9,1100	9,0545-9,1050	Portugal ...	1,00-1,00
New Zealand Dlr ...	9,1055-9,1100	10,04-10,05	Spain ...	125,76-126,500
Saudi Arab. Ryal ...	6,2030-6,2040	8,4305-8,4410	Switzerland ...	1,00-1,00
Singapore Dollar ...	5,1875-5,1975	2,0780-2,0780	Switzerland ...	3,09-3,15
South African Rand ...	1,01-1,01	1,01-1,01	Switzerland ...	3,15-3,15
U.A.E. Dirham ...	5,5535-5,5600	8,6720-8,6705	Yugoslavia ...	120,127

*Selling rates

THE POUND SPOT AND FORWARD

Feb 28	Day's spread	Close	One month	% p.m.	Three months	% p.m.	One month	% p.m.	Three months	% p.m.	One month	% p.m.
U.S. 1,5175-1,5280	1,5145-1,5195	1,5040-1,5155	0,40-0,35c p.m.	2.89	1,4945-1,5055	0,35-0,30c p.m.	2.89	1,4945-1,5055	0,35-0,30c p.m.	2.89	1,4945-1,5055	0,35-0,30c p.m.
Canada 1,11-11	1,11-11	1,11-11	0,05-0,05c p.m.	2.89	1,11-11	0,05-0,05c p.m.	2.89	1,11-11	0,05-0,05c p.m.	2.89	1,11-11	0,05-0,05c p.m.
Nethnld. 0,99-1,10	1,07-1,08	1,07-1,08	0,25-0,25c p.m.	2.75	1,07-1,08	0,25-0,25c p.m.	2.75	1,07-1,08	0,25-0,25c p.m.	2.75	1,07-1,08	0,25-0,25c p.m.
Belgium 42,67-73,00	72,60-72,70	70-70c	0,48-0,45c p.m.	2.75	70-70c	0,48-0,45c p.m.	2.75	70-70c	0,48-0,45c p.m.	2.75	70-70c	0,48-0,45c p.m.
Denmark 13,09-13,17	13,11-13,12	13,11-13,12	0,45-0,45c p.m.	2.25	13,11-13,12	0,45-0,45c p.m.	2.25	13,11-13,12	0,45-0,45c p.m.	2.25	13,11-13,12	0,45-0,45c p.m.
Ireland 3,47-3,70	3,48-3,65	3,48-3,65	0,25-0,25c p.m.	2.25	3,48-3,65	0,25-0,25c p.m.	2.25	3,48-3,65	0,25-0,25c p.m.	2.25	3,48-3,65	0,25-0,25c p.m.
Portugal 139,75-143,00	140,50-142,50	140,50-142,50	0,50-0,50c p.m.	2.00	140,50-142,50	0,50-0,50c p.m.	2.00	140,50-142,50	0,50-0,50c p.m.	2.00	140,50-142,50	0,50-0,50c p.m.
Spain 19,00-19,20	19,16-19,45	19,16-19,45	0,40-0,40c p.m.	2.00	19,16-19,45	0,40-0,40c p.m.	2.00	19,16-19,45	0,40-0,40c p.m.	2.00	19,16-19,45	0,40-0,40c p.m.
Norway 10,45-10,50	10,45-10,50	10,45-10,50	0,25-0,25c p.m.	2.00	10,45-10,50	0,25-0,25c p.m.	2.00	10,45-10,50	0,25-0,25c p.m.	2.00	10,45-10,50	0,25-0,25c p.m.
France 10,05-10,49	10,64-10,65	11,13-11,12	0,50-0,50c p.m.	2.00	11,13-11,12	0,50-0,50c p.m.	2.00	11,13-11,12	0,50-0,50c p.m.	2.00	11,13-11,12	0,50-0,50c p.m.
Sweden 11,30-11,36	11,30-11,36	11,30-11,36	0,25-0,25c p.m.	2.00	11,30-11,36	0,25-0,25c p.m.	2.00	11,30-11,36	0,25-0,25c p.m.	2.00	11,30-11,36	0,25-0,25c p.m.
U.S. 3,10-3,14	3,11-3,12	3,11-3,12	0,25-0,25c p.m.	2.00	3,11-3,12	0,25-0,25c p.m.	2.00	3,11-3,12	0,25-0,25c p.m.	2.00	3,11-3,12	0,25-0,25c p.m.
Belgian rate is for convertible francs. Financial Iranc 76,30-76,40. Six-month forward dollar 1,63-1,68c pm. 12-month 2,10-1,95c pm.												

EXCHANGE CROSS RATES

Feb. 28	Pound/Striling	U.S. Dollar	Deutsche Mark	Japanese Yen	French Franc	Swiss Franc	Dutch Guild	Italian Lira	Canada Dollar	Belgian Franc
1,660	1,615	3,685	927.0	10,445	3,180	4,076	2,125	1,663	72.65	47.95
2,778	2,778	4,208	10,34	2,009	8,667	8,667	5,178	2,129	201.8	140.5
0,627	0,627	1,450	5,998	544.7	10,	2,087	5,901	1,783	69.45	53.28
0,242	0,242	0,872	0,713	0,604	0,544	0,544	0,491	0,521	57.0	44.17
0,627	0,627	0,814	0,787	0,612	0,510	0,510	0,456	0,482	56.00	43.75
0,627	0,627	0,618	0,605	0,512	0,412	0,412	0,358	0,385	55.00	42.75

AE GROUP is at the Heart of the Maestro



Maestro is up against a variety of good cars

Tough competition in a difficult market

AUSTIN ROVER hoped to get considerable mileage from the fact that Maestro is the first car in volume production to feature a voice synthesizer, a device with a disembodied voice which tells the driver politely to "belt up" and gives other warnings or advice.

However, Renault has reduced the impact considerably by announcing that a version of its new R11 to be launched one month after the Maestro, will also feature voice synthesis. Like Austin Rover, Renault is reserving the model for the top-of-the-range model only.

The likelihood is that the R11, with voice changed from French-speaking to English-speaking, will be available on the UK market before Maestro is in Continental showrooms.

This is just one example of how fast the car market is changing and the difficulty any company encounters when trying to come up with a gimmick or other advantage to it a slight lead on its rivals.

Austin Rover claims Maestro will straddle two of the conventional car market sectors those the industry calls "lower middle" and "upper middle". It is not the first time this claim has been heard because Fiat reckons its new Uno does something similar, straddling the "small cars" and "lower middle" sectors.

Since 1978 the "lower middle" sector has grown from 24.9 per cent of total West European car sales to 30.2 per cent. The "upper middle" has slipped slightly from 28.2 to 26.2 per cent.

Debut

Also in the lower middle sector in the autumn—just when the Maestro should be making its Continental debut—Volkswagen will launch its new Golf, not just a revised version of the old one but an entirely new shape, although retaining the existing mechanical parts.

The potential for the new Golf can be judged from the fact that the old one quickly became Europe's top-selling car.

Ford will not be left out of the act. An Escort-with-a-boot to the rest. An Escort-with-a-boot is due to appear in the autumn to strengthen the appeal of the Escort range. Orion could be just the car to hold those UK

debt customers who don't like the Sierra and might be thinking of switching from Ford to another make. They might well see the Orion as an ideal replacement, for the old, booted, Cortina.

The Peugeot group's plans are much more difficult to discover, but there are suggestions that a replacement for the Talbot Horizon is not far away.

Even without that, Peugeot puts up formidable competition to Maestro with the 305, recently so heavily modified that it is almost like a new car, and its Citroen stable, the new BX.

Maestro also lines up against from Italy, the Fiat Ritmo/Strada also recently revised. The indications are that this hatchback will be getting a boot by the turn of this year and that the three-box car will become the Fiat 131 replacement.

The industry usually considers the 131 an "upper middle" sector competitor, however. In that sector there is a major battle between General Motors (using Opel and Vauxhall badges) with its "J" car (called either the Opel Ascona or Vauxhall Cavalier). Volkswagen's Passat and Audi 80, the Ford Sierra, which has had a mixed reception but is doing well in France, one of Austin Rover's "target" markets, and Renault's R18.

In spite of intense competition, some cynics argue that BL cannot fail to do better on the Continent because it has done so badly in the recent past.

As indicated in the accompanying table, which shows sales in the five major Continental markets in which BL must make its mark if its investment programme is to pay off, the British group has been outperformed not only by its more substantial rivals but also by relatively "weak" companies such as Alfa Romeo.

Even the Japanese, constrained though they have been by various restrictions on exports to Europe, have been selling well. And the East European Lada, based on an old Fiat design has been doing nearly as well.

The period reviewed by the table shows BL at its weakest. Until 1982 the group had no really new car to offer on the Continent. Then the Metro came along and perked things up considerably. Also the group had to struggle against an overvalued pound which made exporting extremely difficult for any company wishing to at least break-even on sales.

Through all the vicissitudes, BL has managed to keep a dealer network together on the Continent, essential because the group now sees the EEC as its "home market". It sells very few cars elsewhere.

The main dealer total stands at around 800 on the Continent. The figure is the same as a few years ago but the structure has changed so that BL has certainly lost some representation in the "Germanic" Northern European countries while increasing the size of its networks in France and Italy.

Austin Rover apparently hopes that this year the Maestro will account for 5 to 6 per cent of total sales.

Some fleets which were previously with Ford, are switching to 50-50 Ford and GM cars. Maestro will have to struggle hard to elbow its way in as the two giants press their attention on the fleets this year.

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MAESTRO II

SALES IN THE FIVE MAJOR CONTINENTAL MARKETS

(Belgium, France, West Germany, Italy, Netherlands)

000s

	1976	1978	1980	1981	Jan-Sept 1982
Ford	563	641	472	537	396
Opel	670	721	606	557	470
VW	671	759	745	522	523
Audi	168	247	260	205	130
BMW	179	216	211	215	170
Mercedes	241	265	302	297	218
Renault	501	561	1,120	1,060	835
Peugeot	459	501	404	381	352
Citroen	456	507	419	404	317
Chrysler/Talbot	306	323	292	189	125
Fiat	781	851	826	693	525
Alfa Romeo	126	125	125	123	71
Datsun	57	79	56	51	66
Mazda	56	57	56	51	71
Toyota	32	100	126	103	65
Lada	32	41	35	45	44
BL	85	82	64	70	60

CAR SALES IN WESTERN EUROPE*

1981 % of class 1982 % of class

Lower medium class:	1981	% of class	1982	% of class
VW Golf	492,500	15.6	397,500	13.3
Ford Escort	492,100	15.5	432,500	14.6
Opel Kadett/Vauxhall Astra	361,500	12.6	379,500	12.7
Fiat Ritmo/Strada	325,500	11.1	317,500	10.7
Renault 5	224,500	7.6	224,500	7.6

* Excludes Greece and Portugal. † Eleven months.

The company estimates that last year half the dealerships incurred losses and 30 per cent broke even. Only one in five made any profit.

Five years ago the companies which eventually formed the Austin Rover group had 40 per cent of the UK new car market and 5,000 dealers. The network has shrunk massively in the past few years, but not as fast as Austin Rover's market share—down to under 18 per cent last year.

Every time the company has cut its network in recent years it has lost volume sales. But it hopes that with the Maestro around in addition to Metro, it can actually increase sales while reducing the network.

Austin Rover estimates that by the end of 1984, when the process should be completed (every affected dealership has been given at least a year's notice) it will have 1,800 to 1,900 outlets. Those dealerships being dropped are mainly in metropolitan areas.

The result will be that its unselling aspects improve. At least one major car group has given as its reason for not considering an Austin Rover franchise the fact that the company "is still sorting out its network".

Austin Rover apparently hopes that this year the Maestro will account for 5 to 6 per cent of total sales.

Some fleets which were previously with Ford, are switching to 50-50 Ford and GM cars.

Maestro will have to struggle hard to elbow its way in as the two giants press their attention on the fleets this year.

Kenneth Gooding

Austin Rover is building on its success with the Metro to trumpet the new car's qualities

High profile sell of 'an exceptional car'

MARK SNOWDON, director and managing director of Austin Rover's commercial activities, is not daunted about the resonances surrounding the Maestro launch.

From Day One we have to get across the fact that we have an exceptional car. We have opted to go for a high profile—"the miracle" approach—because we believe we can back it up with the facts."

Cautious as ever, he refuses to divulge the advertising spend for the high profile television and Press campaign. But he draws the contrast with the highly-successful Metro launch just over two years ago.

Snowdon then was one of the backroom boys as product development director. The man heading the sales promotion team was Tony Ball, who left just 12 months ago to become managing director of Henry's "Metro mania" it was called.

The roll-call of names to support the new small car produced by a state-owned company ranged from Shakespeare and Lord Nelson to the Duke of Wellington.

"The question was a question for BL of survival or not," Snowdon argues. "Now it is a matter of continuing success. The emphasis is upon the real strengths of the vehicle. We do not call upon the emotions or patriotism but upon the facts."

He points to the need for BL to re-establish a reputation. "We are doing a number of things to command new respect. But however much progress you make on industrial relations and productivity, the thing that really counts is the product you offer in the market place."

To that end the Maestro, aimed at the medium sector which accounts for more than 60 per cent of all new cars sold in the UK, "has to be better than the competition. It is trite but true."

Austin-Rover had pushed ahead to introduce new technology in the model even though it involved extra cost. "Even for a car with high fuel economy we felt the need to push into new areas and offer the customer more."

Mr Snowdon explains that the marketing strategy for the Maestro goes back 21 years to when the company began hunting round the market research agencies to commission wide-ranging studies.

"We took the research a stage further. It is normal for car companies to look at things like population trends and attitudes to the motor vehicle. We actually went out to investigate the personality of buyers in the medium car sector."

He says customers were interviewed to see which of the car's features were important, why, and how much they were prepared to pay for them.

That research was aimed at designing cars to meet specific customer requirements. Mr Snowdon is able to talk almost affectionately about "the personalities" of the first seven models in the Maestro range.

He says: "Our high-profile approach is right. It is difficult to believe but already there has been more reaction and interest than we achieved with the Metro."

Arthur Smith

The 1.6L, for example, is directed particularly towards the fleet market, offering low running costs and large storage capacity.

Obvious market niches exist for the sporty MG version or the Vanden Plas which comes complete with voice synthesis, trip computer and engine management system. "Experience has shown that there is a discerning group of motorists who demand attributes such as exceptional specification, refinement and comfort, while compromising nothing in terms of running costs or performance."

Through the important mid-size market is usually divided into lower and upper medium sectors. Snowdon says the Maestro is well placed to straddle both. He believes the range will compete not just with Escort and Astrae-sized vehicles but also with the Sierra and Cavalier.

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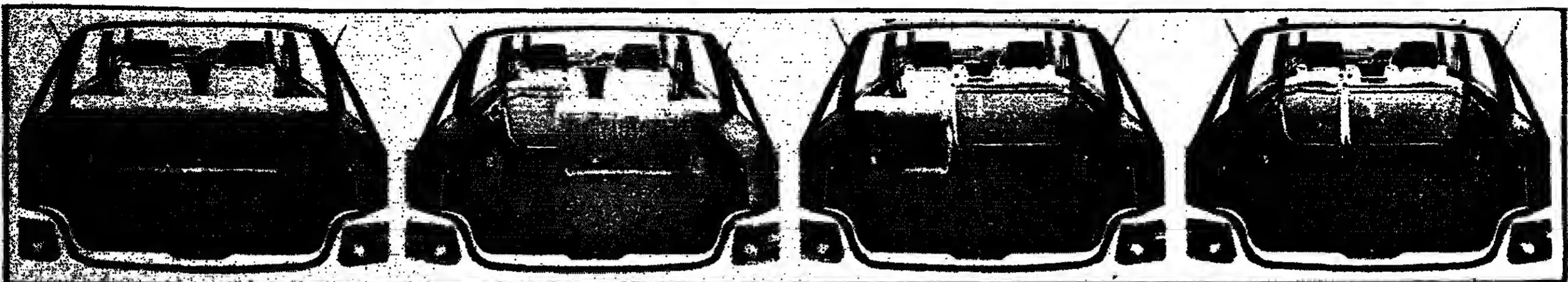
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MAESTRO III



The permutations in the Maestro's seating add to the car's adaptability. The tailgate closes on to a sill only an inch above bumper height

Stuart Marshall test drives several Maestro models, makes acquaintance with the voice synthesiser, and finds many features to praise Efficiency, performance, good handling—a car that stands out

AT A TIME when feeding the same parameters into a computer tends to produce look-alike cars, the Maestro stands out from the crowd. It is different. The glass area is exceptional, promising a light interior and unusually good visibility all round. The deep indentation running round the body at headlamp height eliminates any slab-sidedness.

The deformable front and rear body shields on all but the cheapest versions provide a clean finish and assist the good aerodynamics.

All Maestros, down the basic 1.3 to the MG and Vanden Plas, offer an excellent driving position. The doors are wide; the rear seats are easy to enter and leave with dignity and agreeably spacious to sit in. Rear light clusters intrude.

• The 1.3 will find its way into the hands of cost-conscious people who buy cars with their own money. They will find it most satisfactory.

slightly into the loading area but the tailgate closes on to a sill only an inch above bumper height. It's not quite an estate car surrogate, but dogs will fit.

The two engines are a further developed version of the familiar 1.3-litre 4-cylinder used in the Metro and a 1.6-litre Rover, which makes its debut in the Maestro though its ancestry goes back to the May. The Rover has an overhead camshaft and produces 81 bhp in the Austin versions of Maestro, 102 bhp in the MG. The smaller engine develops 68 bhp in all but the HLE, the special economy Maestro, in which output is restricted to 64 bhp.

The first Maestro I tried some weeks ago in Spain was the HLE. This has a 3+2 gearbox—in effect a three-speeder with a very high drive top—whereas the standard 1.3 and the 1.6L have a four-speed box with a conventionally spaced ratio. All the other cars have five-speed boxes with economy top gears except for the MG, which has a sportingly close ratio.

All Maestros, other than the MG, have an electronic engine management system, which Austin-Rover says gives the efficiency benefits of fuel injection without the cost and complication. I would think it a fair claim. Even the ultra-economical HLE—its constant 55 mph consumption is 60.5 mpg and its urban use figure an equally remarkable 42.3 mpg

—starts cleanly on an automatic choke, warms up without a splutter and pulls well while doing so.

Two up, I achieved an easy 85 mph in the high third gear, at which the economy meter told me firmly I really should be in top. In fourth, the HLE is most relaxed and quiet on level ground, but a gradient makes speed drop off perceptibly. For motorway use it is fine, but I suspect the owner who fills an HLE with the family and piles a roof rack high with camping gear will spend a lot of time in third gear.

Next, I tried a 1.6 HLS, which felt considerably livelier than the HLE. For the third leg of my test drive, the climb from the coast up to Ronda, I chose the MG, which proved the ideal car. Austin-Rover say it has a top speed of 111 mph. I could not check this but the way the MG flew up the mountain road made it believable.

Unlike all the other Maestros, which are fitted with Dunlop's low rolling resistance (and thus petrol-saving) Elite tyres, the MG is on Pirelli's ultra-low profile P8. They sharpen the steering, appear to have unlimited grip on corners and were less prone to squeal than the Elites, which nevertheless put the less potent Maestros admirably.

The MG soared up to high revolutions in the gears and felt solid on the hills. The gearshift needed a firm hand but the faster one shifted, the better. I liked the digital speedometer but was less enthusiastic about the electronic rev counter, which was harder to read than an old-fashioned one with a needle moving round a dial.

• What really appeals to me is that one can now buy a medium-size British car and not have to suffer for one's patriotism.

The trip computer available in most Maestros at extra cost is standard in the MG and Vanden Plas—it is easily worked without diverting too much attention from the road. The 52-word voice synthesiser provides an audible back-up, giving such warnings as: "low fuel," "handbrake on," "high engine temperature" and "please fasten your seatbelt."

When I was unwise enough to drive off without fastening my seatbelt, I thought it would say: "How many more times do I have to tell you to belt up?"

At Ronda I swapped the fastest Maestro for the slowest

and cheapest—the 1.3, which will find it way into the hands of cost-conscious people who buy cars with their own money. They will find it most satisfactory.

In many ways, I liked it best of all the Maestros for its simplicity of driving. The gearbox is a normal four-speeder, without a high top. The route from Ronda to La Linea is more like the notoriously terrible Spanish road, over which even the patches have patches.

The 1.3 tackled it manfully, pulling most flexibly in top gear, coping with fairly steep hills

in third and riding shock-absorber over broken surfaces.

In the villages, I stayed in top down to 25 mph, from which it accelerated cleanly. I thought the gearbox matched the 1.3 engine better than the HLE's 3+2 for normal, secondary road driving.

The Maestro has coil-sprung, all-independent suspension—no cost, reason, BL say—and I suspect there will be some regard on the part of BL's old guard that the era of Hydrolast and Hydragas is coming to an end.

For the last part of the test

run I drove a Vanden Plas. This

has the 1.6-litre engine and a

five-speed gearbox with a tall, overdriven top. The interior

features polished wood door cappings and a most luxurious cloth trim, electric front windows, central locking and slide/tilt sunroof.

Like the MG Maestro, the Vanden Plas has the solid-state electronic instrumentation and trip computer.

The linkage between gearshift and the gearbox is basic, different from that used by VW in their own small car.

What really appeals to me about the Maestro is that one can now buy a medium-size British car and not have to suffer for one's patriotism.

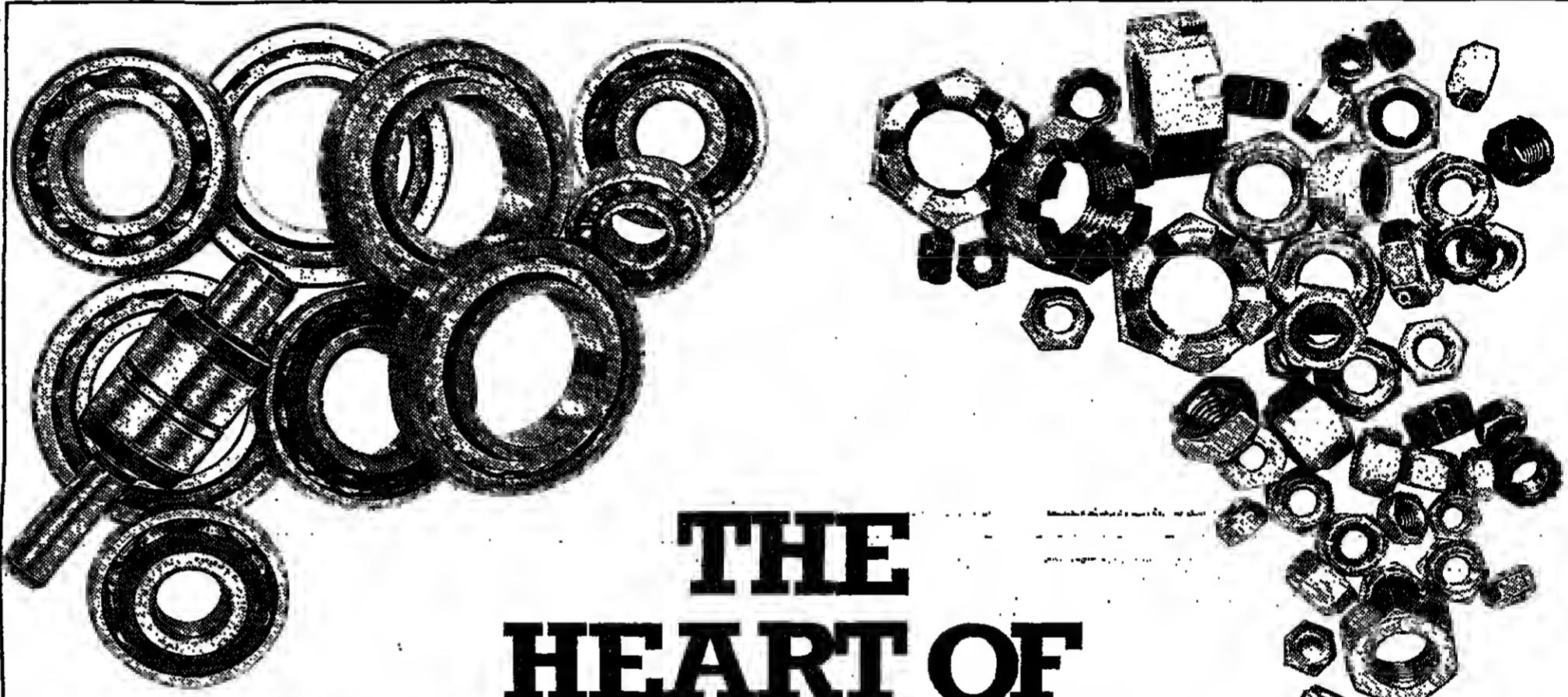
It really is one of the nicest cars in its class.

The only feature of the company's Gaydon proving ground.

That being so, the engines had been freed-off in a 1,000 miles but little gear changing had been necessary. They said the gearshift would improve after a few hundred miles of normal use. I am sure they are right.

It is an easy task to tell a well-made car from it doesn't feel as smooth in the Maestro as it does, in say, a Golf. Austin-Rover explained that the limited

number of cars available for pre-launch testing had been run in by driving them round the



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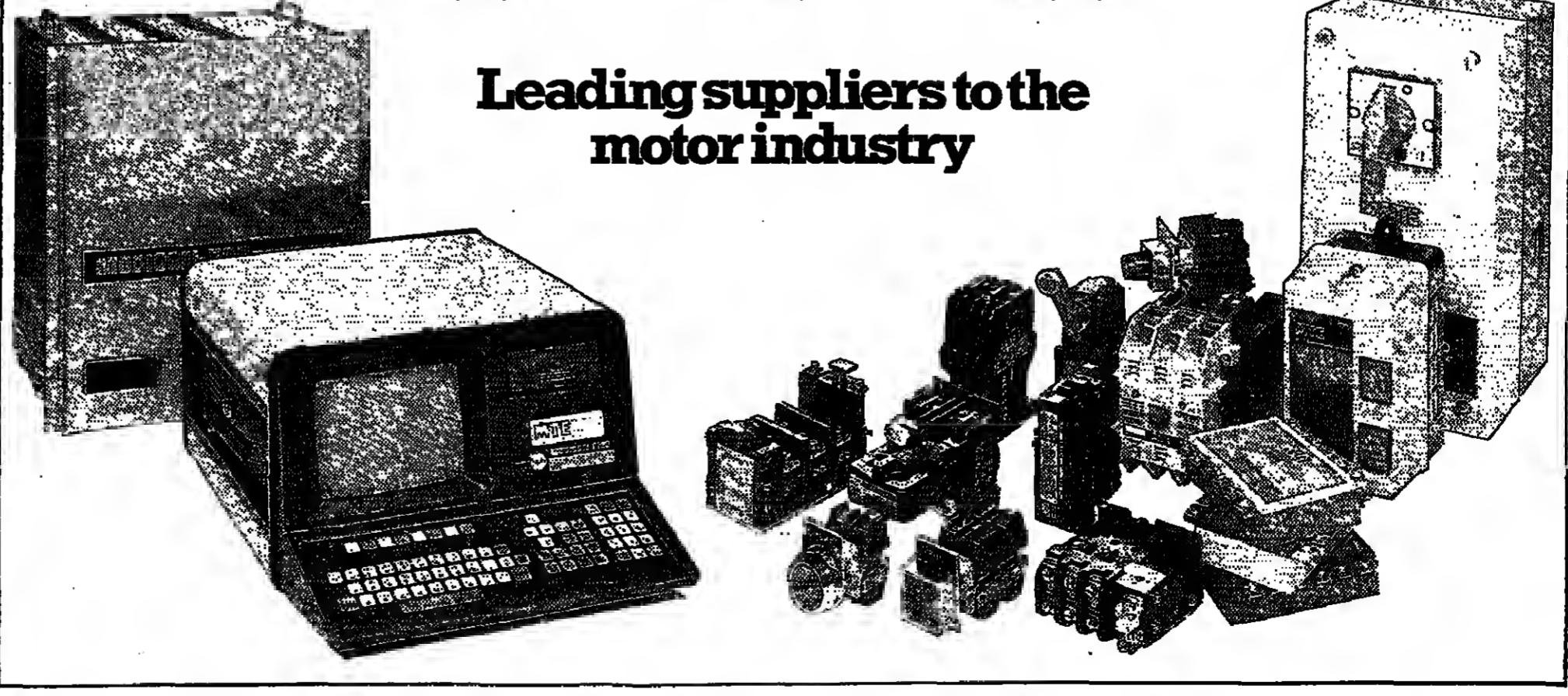
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Above: The solid-state electronic instrument panel with the voice synthesiser unit to the left of the steering wheel. The digital speedometer works well but the rev counter is harder to read than the old-fashioned kind with a needle moving round a dial. Below: The 1.6 HLS considerably livelier than the 1.3 versions. Driving position in all Maestros is excellent

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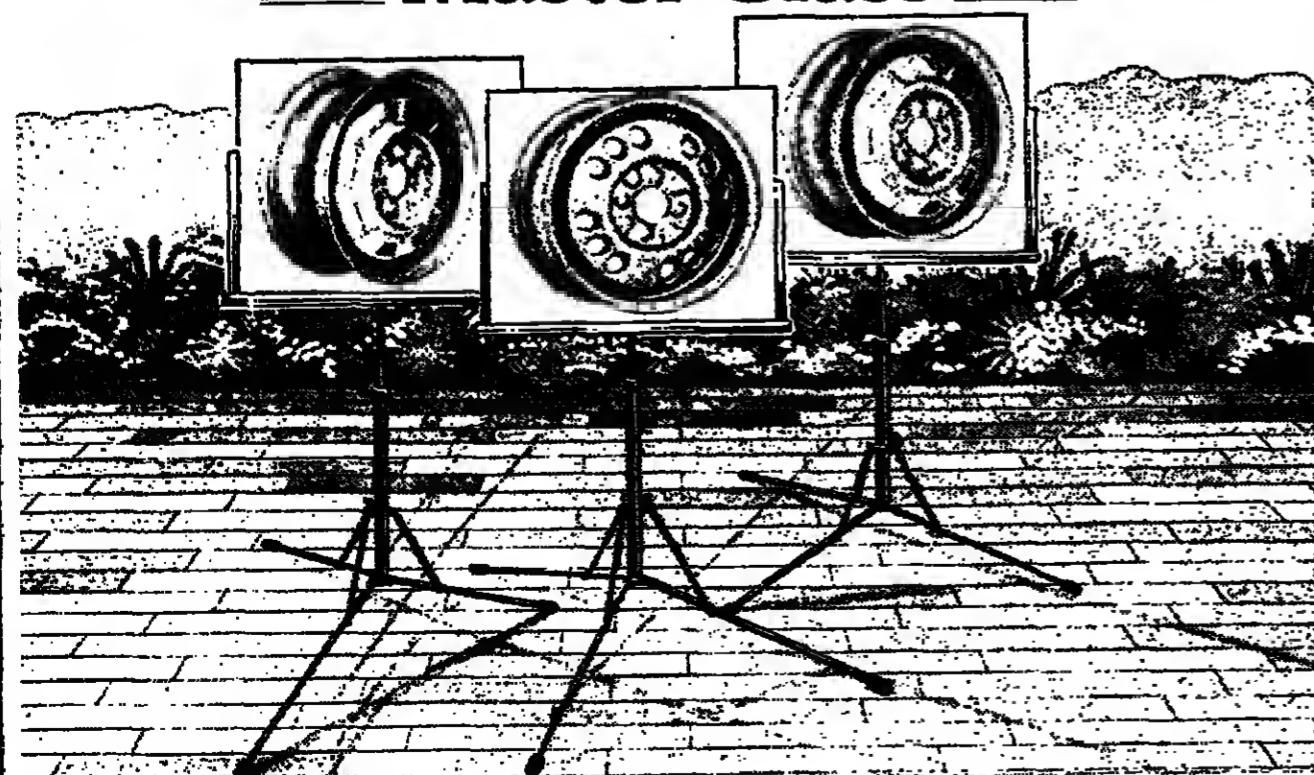
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Master Class

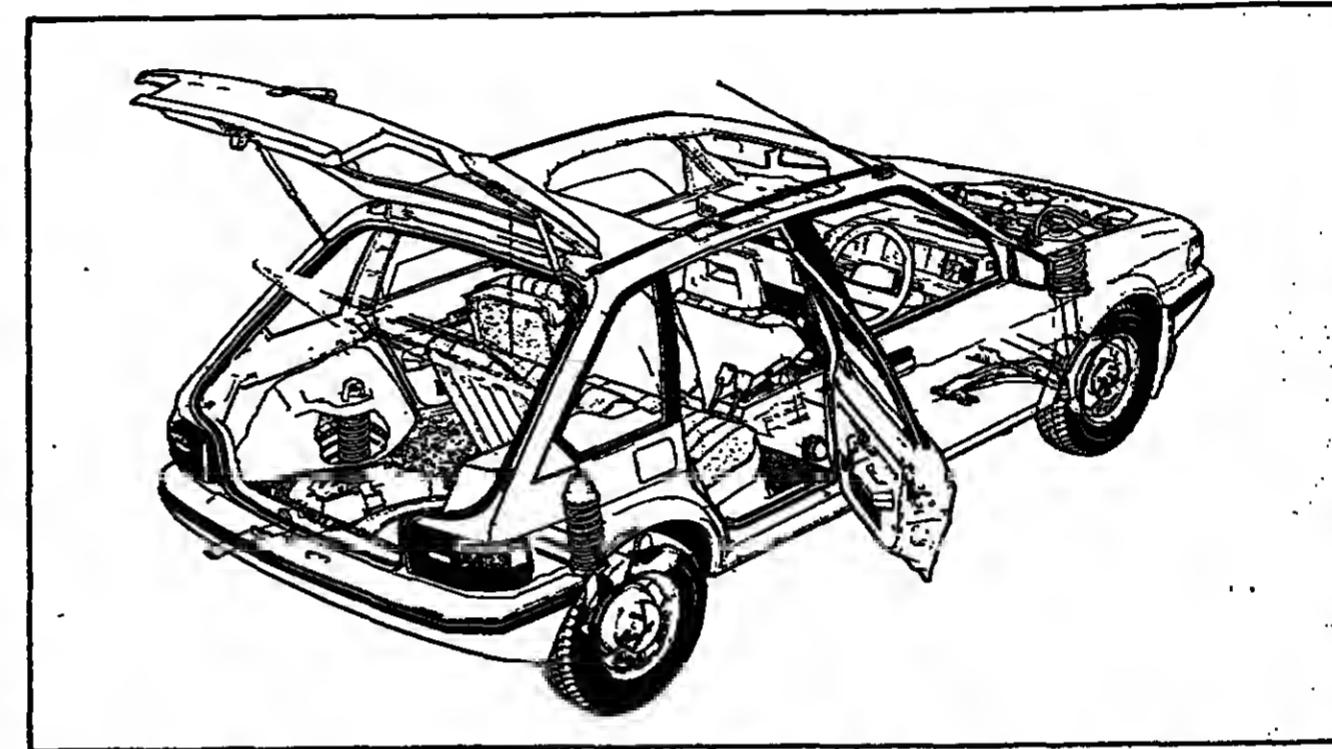


Above: Spraying a body; final checks (centre) and, at right, dipping a bare shell before painting. Many advanced processes help to make the Cowley plant competitive with Continental factories

MAESTRO IV

The car is a showpiece of CAD-CAM technology, which has been used on a scale unprecedented for the UK

Computer-designed from the blueprint on



Cutaway drawing shows the suspension layout. The 0.38 drag coefficient betters the European class average

COMPUTER-AIDED design and manufacturing (CAD-CAM) techniques have been used on an unprecedented scale — at least for the UK — to produce the Maestro.

The initial design ideas were translated into complete body surface models within computers; other computer models simulated loads, stresses and other factors to confirm the vehicle's structural strength and safety — all long before the first prototype was built.

Later, however, the same master data base was used for the design of tooling and jigs.

The use of CAD-CAM techniques has become widespread in the motor industry. They were employed extensively on the Metro, but Maestro and the derivative that will follow, represent the first time that the master database has been followed exactly for all aspects of developing and manufacturing the model.

Finite element analysis, using idealised computer representations of the body structure, was inevitably employed in arriving at the best weight/strength ratio and is similarly used in major safety-related areas such as steering and suspension systems.

Computer simulation is now possible for virtually every operating aspect of a car, including crashes, which can be simulated as taking place from any angle. So even before the actual crash testing which is part of the type approval process, Austin Rover's engineers knew that the steering column, for example, would move by only a third of the permitted maximum in the case of a frontal crash.

Tools and dies

Once the design itself was completed and consigned to the master database, the tooling designers were able to use it for the 1,000 press tools and dies needed for the 300 panels in the Maestro. They could do so via 20 terminals linked to mainframe IBM computers, emanating from the master database information at need as they built up tooling designs using light pens.

In Maestro, the result is a car

another CAD-CAM has been used since the late 1960s, and as it has become more sophisticated so the advances have become increasingly apparent.

Traditional requirements for automated prototypes to be built as the design evolves have been reduced, lead times for new models cut considerably and late design changes made to meet market shifts have become possible more easily and cheaply.

In Maestro, the result is a car for which Austin Rover is claiming "world firsts" for some aspects of the technology and design.

One of them, that it is the first European built volume car to offer voice synthesis to instruct or warn the driver, only just gets in "under the wire" since in April the Renault R11 will go on sale on the Continent with the same facility.

Maestro's 32-word voice synthesiser tells the driver what we are assured, a "calm female voice," such things as he should fasten his seat belt or that there

is a systems malfunction, or that he has left the handbrake on.

The other main "first" is the car's thermoplastic polymer bumper. They are the first such component to be painted in situ during the overall body painting process.

The voice synthesiser goes with solid state electronic instruments developed by Southgate Industries' Automotive Instrument Systems division. At least, it does on the Vanden Plas and MG models — both are options on the others.

The main displays use active light-emitting multi-coloured organic fluorescence technology, all under the control of a microprocessor.

The engine in all models is controlled by an electronic management system, for which BL claims the efficiency benefits of electronic fuel injection with the lower cost of carburetors. It includes overrun fuel cut-off and contact-breaker-less ignition.

The result is to put the Maestro at the top of the list of currently most frugal middle-range cars, with consumption on the 1.3 HLE economy model of 60.5 mpg at 56 mph, 41.5 at 75 mph and 42.2 mpg in urban conditions.

Electronic choke

Part of the engine management system is an electronic choke control, included in a £17.8m-a-year package of components being supplied by Lucas Industries. The electronic system is claimed to overcome some of the traditional frustrations associated with both manual and automatic choke systems during cold start and warm up periods.

Lucas, too, is supplying the homofocal headlamps providing a claimed 35 per cent more power than conventional units, but which have been squashed into a "letter box" shape to allow the Maestro's bonnet line to be lowered for improved aerodynamics.

Maestro's 0.38 drag coefficient (0.38 for the MG model) is beaten comfortably by the

Sierra (0.34) but it is a smaller car, and paradoxically the smaller a car is the more difficult it is to achieve good aerodynamic figures. Nevertheless, it is still about 10 per cent better than the European class average. Like the Sierra, the Maestro has flush-fitted front and rear glass.

Meanwhile, Austin Rover

specifically claims to have made any need for after-market rust-proofing redundant, with features like injected body mouldings and plastic wheel arch liners.

Before committing itself to the final Maestro design, Austin Rover presented the initial vehicles for assessment by 3,500 prospective buyers in the UK, France, Holland and Germany.

The end result is a car which Austin Rover believes does not fit into any one specific sector of the medium car market. It believes Maestro is capable of capturing sales in both the Ford Escort/Vauxhall Astra and larger Sierra/Vauxhall Cavalier sectors. In other words, that it can cover about 60 per cent of the total market.

Yet technically advanced as Maestro is, it fails a long way short of another BL car, in specification and manufacturing terms, unveiled in December.

Reduced drag

That was the ECV 3, produced by BL Technology. A full five-seater, it is powered by a three-cylinder engine of only 1.1 litres, yet can accelerate to 60 mph in less than 12 seconds, reach 115 mph yet record 81 mpg at 56 mph. It weighs only 1,464 lbs and has aerodynamic drag only two-thirds the current norm.

This car is not intended for production. But it does point the way to what BL believes will be the car of the 1980s. Most important, its body consists of a metal skeleton with plastic panels. And that means, according to Harold Musgrave, Austin Rover chairman, "a complete rethink of the way we produce cars."

"The implications for manufacturing are immense. We are an industry whose accumulated expertise lies in the planning and welding of sheet metal. But ECV 3 proves once again much of that experience obsolete for the plastic car, will demand new technologies and new processes."

John Griffiths

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MAESTRO V

PROFILE: HAROLD MUSGROVE — AUSTIN ROVER CHAIRMAN AND CHIEF EXECUTIVE



Harold Musgrove good for morale

Forceful style of restless leader

BL's best-selling Metro was the making of Harold Musgrove, chairman and chief executive of Austin Rover. Recruited by Sir Michael Edwards in 1978 from the Leyland truck operation where he was a general manager, he was the man who pushed through the £240m project.

Promotion was rapid. On the wall of the chairman's suite at Austin Rover's Coventry headquarters are pictures of the Longbridge plant before and after the erection of the new buildings that house the robots.

Fellow directors and workers alike are familiar with Mr Musgrove's forceful

style. He looks you full in the eye and talks in clipped, staccato sentences. You know when he is going to be rude because he smiles slightly and stresses the 'Mr' with exaggerated politeness.

Mr Musgrove is a BL man. He joined the old Austin Motor Company at the age of 15, just after the 1939-45 war, to work as an apprentice in the Longbridge toolroom.

Another schoolboy recruit in the South Works was Derek Robinson, who went on to become the Longbridge convenor and one of the most powerful shop stewards in the company. He was sacked in the Edwards era.

Mr Musgrove almost relishes

to contrast the Metro and Maestro projects. He tends to sit on the edge of chairs or pace around the room, or chain-smokes small cigarettes.

"Metro was a case of fighting for survival. I told people 'do this' and they did it. On Maestro there has been the chance to let people bounce ideas around."

Last summer saw Mr Musgrove firmly behind the wheel of pre-production Maestros driving through the Warwickshire countryside under cover of darkness, to find out first hand exactly how they went. Says one director:

"The aim was to learn everything about the car, the position of every screw, the cause

of every squeak."

The same person says: "We all contributed something. But the driving force was the chairman — that he was always present was both good for morale and kept the pressure on everyone."

Mr Musgrove chaired the "de-briefing" sessions back at the Gaydon testing ground, questioning his fellow directors on what they thought of their drives in Maestro and competing cars such as the Astra, Escort and Golf.

Did they relax over a drink? "No, it was all salads, hot coffee and thick anoraks — often into the middle of the night."

ARTHUR SMITH

Arthur Smith reports on concern that companies will be forced to close factories

Tough stance adopted on components

BRITAIN'S once prosperous but now troubled motor components suppliers, faced with the precipitous decline of the domestic vehicle assembly industry, desperately need volume production. The scale of orders is all-important: in an industry that devours research and development capital and investment in new manufacturing methods at an alarming rate.

For the multinationals, such as GKN and Lucas, development could result in transnational link-ups. Given the spare capacity throughout Europe, the major groups will inevitably be talking one with another, looking for profitable deals whereby resources can be pooled to attack previously separate markets on a co-ordinated basis.

This latest and fundamental period of change through which the UK components sector is now passing will undoubtedly pose questions for the Government. How will Ministers respond to the idea that one of the UK multinationals might shut down domestic manufacture of one product and supply the home market from its factories on the Continent? Will they accept that such a move may be a result of trade-off in order to justify the UK company achieving the economies of scale on a different product to be exported to Common Market countries?

Bravery

Such considerations will require political bravery not only in beating off the protests of militant shop stewards but also in meeting the possible demands for Government support for the consequences of heavy investment programmes.

Austin Rover, the volume car group of BL, has cut its production levels much reduced from those of a decade ago, and an important factor in the calculations of suppliers. It should not be forgotten that many component companies have perished over the past couple of years as Austin Rover has chopped the total number of suppliers by almost a half to around 300.

Companies, have fallen by the wayside as Austin Rover has forced through its single-sourcing policy. Union power, which not surprisingly has declined along with Austin Rover's production schedules, makes it possible for the company to gamble on the security of a sole supplier.

Mr Harold Musgrove, chairman of Austin Rover, maintains that the fact that the price paid for bought-in raw materials over the past two years has gone up



Fitting a thermoplastic bumper, developed in cooperation with Bayer. The material can resist temperatures up to 140°C during the paint and baking process

by less than 1 per cent is not good enough." He insists: "Through the voluntary privatised arrangements with its commercialised version, the LM11—one within 12 months—may be welcome; they do little more than compensate for the decline of BL's vehicle-build in that sector over recent years.

Calming a share of that action, the less remains important for a components sector squeezed by a slump in commercial vehicles sales, recession in tractors and an upturn in foreign car imports which feeds through to create a dwindling demand in the spares market.

With its purchasing power, Austin Rover suddenly finds itself in a strategic position. Where it places its orders should give a company the volume base from which to spring off into export markets. But at a time when there is need for research and development into new products, these orders also produce the justification for Government finance under the new technology scheme.

Mr Musgrove argues that it is entirely the fault of the components industry if Austin Rover abandons some suppliers and co-operates with the company to improve quality, reliability and price; others had not.

Mr Musgrove is aware of the danger of losing strategically important suppliers. "We are looking not in short-term gain but to the long-term. If a key supplier can prove to us his viability and that he is putting his house in order to meet international prices, we are likely to stay with him."

Whatever the merits of the BL case the components industry has sounded a clear warning to the company and the Government that any significant move by Austin Rover to source supply overseas will lead companies to pull out of particular products and close factories.

Dependence

Because of the much publicised problems of BL in recent years suppliers have tried to reduce dependence on the company and find alternative markets. Though BL on average may represent no more than perhaps 15 per cent of trade for many companies, that marginal business can determine whether or not a particular

BL's in-house technology has meant some of the contracts going to subsidiaries. For example, Oxford Exhaust Systems, part of SU Bute, will supply

Quinton Hazel, the Birmah subsidiary which is an important supplier of replacement parts, has won one of its first big UK orders for original equipment by winning the contract for the water pump on the Maestro. "Technology and price" were the deciding factors, the company says.

BL's in-house technology has meant some of the contracts going to subsidiaries. For example, Oxford Exhaust Systems, part of SU Bute, will supply

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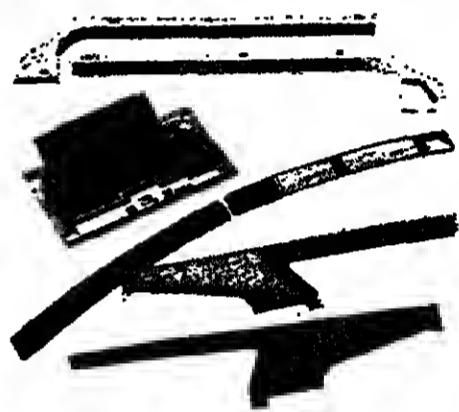
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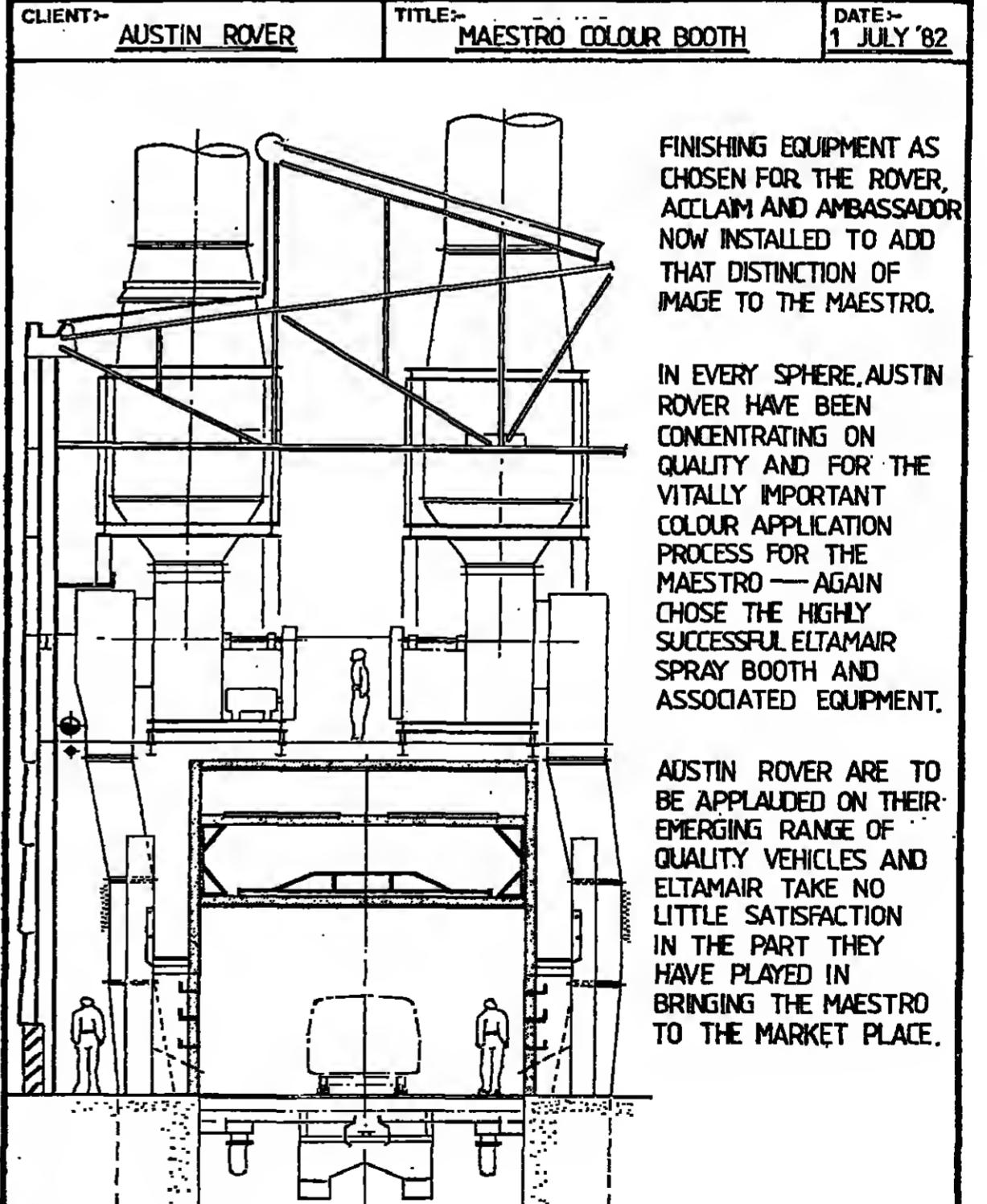
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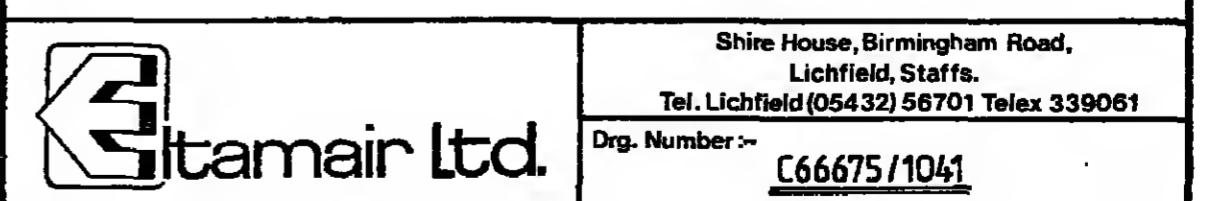
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MAESTRO VI

Much of the money invested in the car is being spent on the latest automated equipment, to allow flexible production

Reaping the benefits of new technology

THE £210M Austin Rover is spending to produce the Maestro takes the company far down the road pioneered by Japanese manufacturers, who for the past two years at least have been able to build widely different models at will on the same production line.

At Toyo Kogyo's Hiroshima plant, for example, flexible manufacturing systems allow a small front-wheel-drive hatchback to be followed down the line by a front-engine sports car, a large, rear-wheel-drive saloon and so on.

The requirements of Austin Rover's Cowley assembly plant — where £147m of the total is being spent — do not extend quite that far. But the whole concept behind the plant is that it should be able to produce not just the Maestro and the LM 11 three-box saloon to be launched early next year, but a number of other LM variants to follow later.

Thus, for example, the automobile body-framing station at which most of the car body is welded together can change a set of tools for a new body shape in 30 seconds and can cope in 15 seconds with four body shells. When, later this year, the manual workers currently masking the remaining spot welds are replaced by 14 programmable robots, those robots

will be able to identify and weld up to five body shapes.

And in fast Japanese fashion, programmable controllers — 11 now, 32 by the end of the year — when linked to a central minicomputer, will deliver precisely the right parts for a given model or variant to the correct assembly point at the correct time to optimise efficiency and reduce parts inventories. For example, components just 20 minutes of buffer storage will be kept with 1-2 hours for main underframes.

By the end of the year Cowley's robot population will be virtually equal to that installed by Ford at Dagenham for Sierra production. As with the Cowley plant, Dagenham's new facilities are mainly required for the Sierra — but are also capable of handling a variety of cars in the longer term.

Only two non-UK companies figure prominently in the list of suppliers of machine tools and other manufacturing equipment: Comau, the robot manufacturing and development arm of Fiat, and Pata, of France, whose automatic body framing station is being used. (A second is to be installed later this year.)

Thus Austin Rover says that about half the £147m is being spent on new body assembly facilities — some £32m of it on robotics and automated multi-welders in Cowley's body assembly and paint plants. This equipment is being phased in over a 12-month period, and will be completely installed by the time LM 11 starts volume production.

A 300,000 sq ft area of the body plant has already been re-equipped, and by just before LM 11's launch the number of pure robots in the body plant will have reached 92 and the total number at Cowley 118.

The pay-off from the investment will come not just in the form of building several models on the same facilities. It will

Phased-in

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The pay-off from the investment will come not just in the form of building several models on the same facilities. It will

allow Austin Rover to vary the model mix rapidly in response to changes in market demand, and allow facilities or other body modifications to be accommodated without major re-tooling costs.

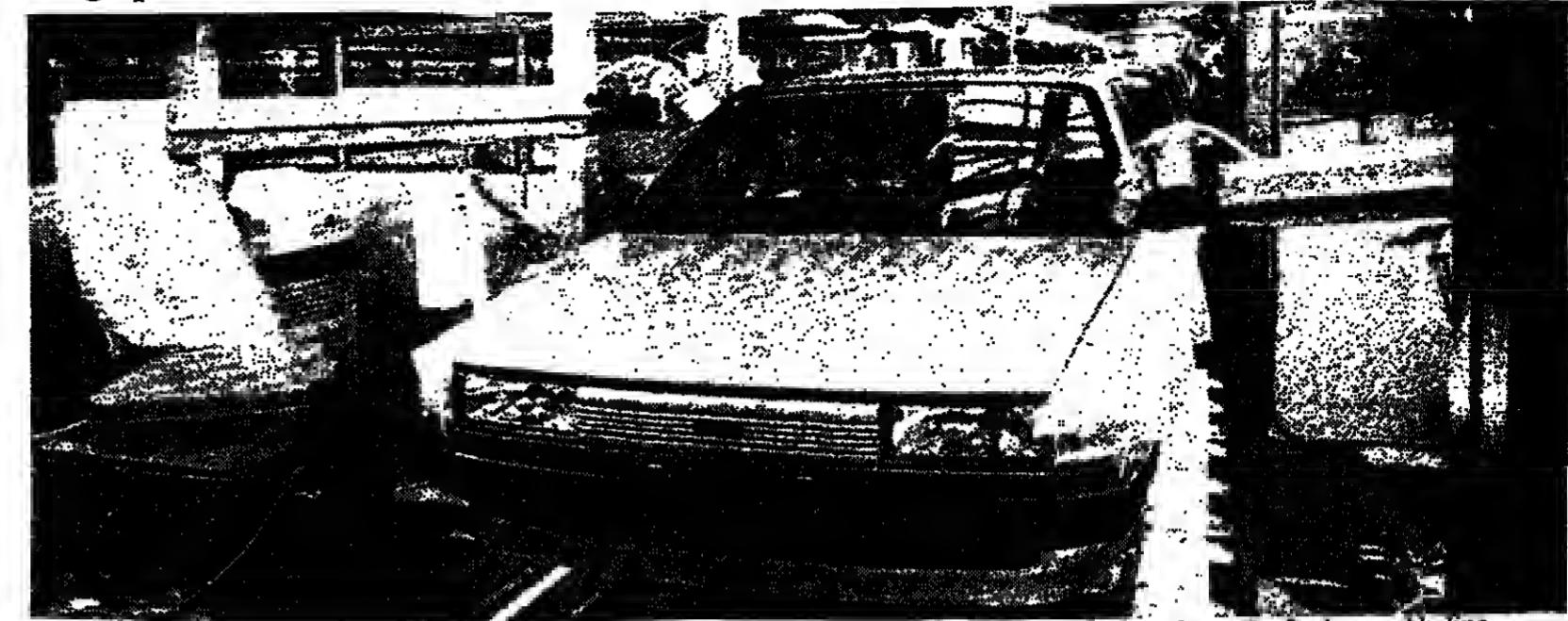
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The company claims a manufacturing breakthrough with its rob of sensors which check for body leaks on the final assembly line

WHERE THE £210M IS BEING SPENT

£m

Cowley, Oxford:	21
Robots and automation for body-in-white facilities	21
Paint plant robotics	11
Other	115
Total Cowley	147
Longbridge, Birmingham, engines	13
Drews Lane, Birmingham, components	10
Edgington, Birmingham, machine tools	0.74
Foundries	1
Swinden body panel pressing	21
Design, development, engineering, etc	17.26

such as brake discs can be possible with Japanese levels, and have also been exceeded by the Longbridge Metro plant.

Swindon Austin Rover's presswork centre — where 200 new Maestro-related jobs have been created — has accounted for 51m of the investment, with a smaller sum going to Edgington (£4m), BL's fuel systems plant responsible for Maestro's electronic engine management system.

Out of all this, Austin Rover has set and already exceeded an efficiency target of 98 per cent of the effective line rate measured over a full year (planned output is 5,500 a week). Such figures are com-

John Griffiths

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PROFILE: MARK SNOWDON — MANAGING DIRECTOR, COMMERCIAL

Whizzkid who stayed

MARK SNOWDON on most definitions must be a whizzkid. Still in his thirties, he has held a string of top jobs in BL and now finds himself Managing Director, Commercial, of Austin Rover. His responsibilities cover sales and marketing, product planning, all overseas companies, future business strategy and collaborative arrangements.

"Fairly absorbing," is how with bland but characteristic understatement he describes the job. He presents a stark contrast from the assertive, larger-than-life management style so apparent in the volume car division in recent years.

Mr Snowdon has the retiring manner of a backroom

boy. From grammar school in the North East he did an engineering degree at London before spending five years at product planning and marketing with Ford. After a Masters degree at the London Business School he joined the BL corporate staff less than 10 years ago.

He confesses that during "the difficult years" when Leyland was suffering and getting a bad press there were other offers and he was tempted to leave.

"It is difficult not to sound trite but a lot of us felt there was something worth fighting for here. We are not just a company but an industry with hundreds of suppliers and thousands of workers dependent

upon our performance."

Mr Snowdon has the lean look of a serious squash player, and lists that sport as a hobby, along with music and cricket. But when he finds time to pursue these activities he finds it difficult to explain. Married but with no children, he works long hours and spends nearly two months of the year overseas.

"The only chance I get to chat with colleagues is usually in the evenings because we are so busy during the day." Did they meet at a local pub? "Oh, no, we are abstemious. This is a dry plant. The most we run to is a take-away from the local Chinese."

ARTHUR SMITH



Mark Snowdon: industry worth fighting for

Collaboration to build the new XX car in 1985 is at an advanced stage

BL-Honda agreement will halve costs

LATER THIS month BL and Honda are expected to sign the final agreement committing them to jointly develop and produce a new executive car — which for BL will replace the Rover — in 1985.

The agreement is little more than a formality. The two medium-sized (in world terms) manufacturers have been working on project XX for well over a year. They are already at what Peter Snowdon, Austin Rover joint managing director, calls the "nitty-gritty" stage — deciding precisely what each company will do and how.

The co-operation extends far beyond that employed on the Triumph Acclaim, launched by Austin Rover at the end of 1981. The Acclaim is built at a Honda plant in Bollards, Lancashire. But the Anglo-Japanese venture does intend to utilise some of the better aspects of the concept's better aspects.

The Maestro, for example, is not be subject to the restrictions currently applied to direct Japanese imports — which, for example, prevent Japan from taking more than 3 per cent of the market in France and 11 per cent in the UK.

At the same time, the important Japanese and Asian markets should be opened up to a greater extent to BL.

The XX will not be a full "world car" in the way that, say, General Motors' J-car (Cavalier in the UK) has its major components such as basic engines and gearboxes made at various high-volume centres scattered throughout the world and brought together at a number of assembly centres.

But the Anglo-Japanese venture does intend to utilise some of the better aspects of the concept's better aspects.

There are a number of very good reasons for the collaboration.

For both companies the cost of bringing an expensive new model to the market is halved.

Jointly made and developed components on cars that will be sold throughout Europe, Japan, the Far East and North America mean that BL and Honda should achieve maximum economies of scale in the "world car" sense.

The reason Austin Rover has used a Volkswagen gearbox on its version will be made in the UK.

Disappointment

To some extent, "world cars" so far have proved a disappointment. While the North American version of the Ford Escort, for example, looks very similar to the European version, the number of common components has proved disappointingly low.

BL and Honda intend to make a type of "world car" in reverse:

The BL and Honda versions will be very different visually, with possibly no body panels in common. But under the skin it is intended that the degree of commonality will be very high, although to what extent this will apply to the two most expensive components, engines and gearboxes, remains unknown.

A version is to be used in the Maestro and its derivatives.

Just like the XX project, Austin Rover would have been very hard pressed, in terms of both cash and engineering resources, to develop such a unit.

The reason Austin Rover has used a Volkswagen gearbox on its version will be made in the UK.

CONTINUED ON NEXT PAGE

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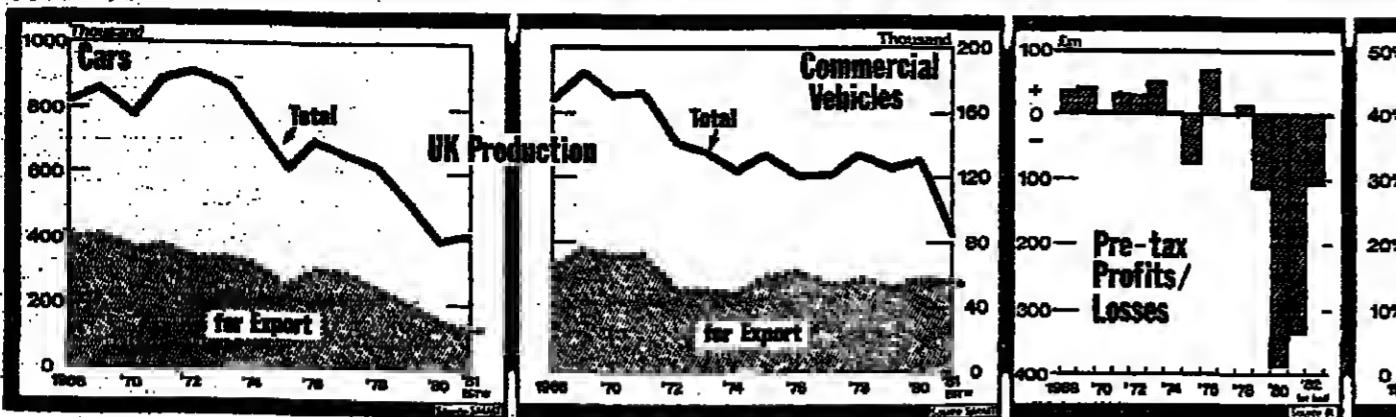
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MAESTRO VII



BL's decline since the late 1960s is shown by these charts. The size and scope of the group's problems are clearly illustrated. If the Maestro is reasonably successful it should help turn most of the lines on the graphs to an upward direction, or at least stop the rot

Arthur Smith assesses the changes in philosophy made by the management

Painful progress in productivity league

DRAMATIC productivity advances have been made in the Austin Rover group, and at Cowley in particular. But it could hardly have been otherwise in a struggling car operation that has almost halved its workforce to 40,000 in just four years against a background of soaring inflation and rocketing unemployment—even in prosperous Oxford.

However, one view is that a price has had to be paid on the shopfloor.

Mr David Buckle, articulate Labour moderate and long-standing Oxford district secretary of the Transport and General Workers' Union, is bitter: "In just three years this management has wiped away the advances made by organised labour over the last 40 years."

He argues that workers' morale is low and there is "intimidation" of shop stewards. His own union, he believes, in the company, now has a serious shortfall in stewards because, he says, people are reluctant to take on the job.

"There is constant harassment of people on the shopfloor. They are fed up with being harangued by foremen and managers."

Of particular concern to Mr Buckle is the abandonment of moves, initiated by the previous Labour government, towards

worker participation: "I don't believe that once a worker hangs up his coat he also hangs up his democratic rights."

The present management insists that it is prepared to consult but makes no apology for taking a hard line. Mr Geoffrey Armstrong, employee relations director, says: "We try to incorporate the views of workers but we are pre-programmed to take a stand on what is right and to enter into shabby deals."

As management and workers, we have to face up to the fact we are competing in an international market, place against fierce competition."

The basis of Austin Rover's management philosophy is very simple, Mr Armstrong maintains. "What we are doing may be a bit alien to British manufacturing industry. We are merely clarifying who is responsible for what, and holding those people responsible."

Such a policy, according to Mr Harold Musgrave, Austin Rover's chairman, has moved his company "in four short years from a position as backmarker in the European productivity league to one where it is now challenging the front runners."

Mr Musgrave concedes that the number of cars assembled per employee a year might be a fairly crude measurement, but suggests it is "a valid guide" to

Austin Rover's productivity performance. In 1979 output was 5.9 cars per employee, rising to 6.2 the following year and 8.1 in 1981.

The trend accelerated last year to 10.1 cars and Mr Musgrave maintains that the volumes provided by the Maestro launch will give the figure yet another boost. "You can therefore expect to see us move further and further up the European productivity league," he says.

For the shop stewards the immediate need is to consolidate and begin to re-establish credibility after the ramifications of a generation. The much-vaunted concept of "mutuality" whereby management could not make changes without gaining the support of shop stewards has gone. There is flexibility between trades and in the use of labour.

For the shop stewards the immediate need is to consolidate and begin to re-establish credibility after the ramifications of a generation. The much-vaunted concept of "mutuality" whereby management could not make changes without gaining the support of shop stewards has gone. There is flexibility between trades and in the use of labour.

Another important innovation on Maestro, he says, is the concept of overchecks, in which workers are responsible for checking that previous jobs have been done correctly.

The foreman has "zone checks" reporting to him and carries out his own quality audit on five vehicles chosen at random each day.

In the Maestro trim and final assembly areas, for example, operators are split into 15 zones, each with perhaps 10 work stations. The zone foreman, with about 25 people under his control, is supported by a team of specialists including process and quality engineers, a time-and-motion study expert, and stores supervisor.

Mr Barr says individual operations begin and end within a single zone. The trimming of a door, for example, could not become the shared responsibility of two supervisors.

"Another important innovation on Maestro," he says, "is the concept of overchecks, in which workers are responsible for checking that previous jobs have been done correctly."

The foreman has "zone checks" reporting to him and carries out his own quality audit on five vehicles chosen at random each day.

Faults rectified

Many of 1.5 cars are again tested as they come off the final assembly line. Faults are returned to the relevant supervisor who must rectify them and prevent them happening again. Such a rigorous system of checks inevitably puts pressure on the foreman, but underscores his new authority under the changed management methods.

The right of management to manage and deal directly with the workforce rather than through the shop stewards is one of the legacies left by Sir Michael Edwards in his short

but turbulent period as chairman of BL.

Under his chairmanship, line management—the men responsible for making the cars—has assumed full control. The role of the industrial relations specialist has declined. Dealing with the workers and their problems is handled more immediately and at lower management level.

The fact that Austin Rover was able to push through a two-year wage deal last November with little argument about pay into the background and enable the company to plan future costs with greater certainty.

The most likely cause of friction at Cowley over the coming weeks will be the issue of audited financial statements. Workers can qualify for higher levels of bonus under the company's self-financing productivity scheme, work study engineers must again evaluate working levels.

But Mr Musgrave endures confidence for the future. "With a workforce taught and encouraged to think for themselves and to question tradition and convention, there will always be times when disagreements arise, but those occasions are becoming fewer and fewer."

To illustrate the point, he cites 1982 as a year when Austin Rover was 99.5 per cent dispute-free.

"I am confident, utterly confident, that the combination of technology and intelligent, skilled and motivated workforce will prove to be a winning formula for this company," he says.

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AUSTIN ROVER GROUP

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reduced because Perkins will market the engines worldwide, with BL receiving a royalty on every one sold. In theory, it would make perfect sense—and not impinge on Austin Rover's engineering integrity if a mix of Honda and the new 'O'-based engines were used in both BL's and Honda's versions of the car.

So far, BL and Honda have been well pleased with their experience of working together. Already the technical indirectly lies with Honda, an engine bridgehead to Europe, while for BL it provided cheaply £35m—a stop-gap model for the medium car market while the Maestro range was being delivered (though the Acclaim will be further developed as a distinct model). Equally important for BL, the widespread feedback from consumers that the model is proving cheap to run and reliable has been helping to overcome its past poor reputation in precisely those areas.

But this interdependence with other companies, if anything, makes it even more important that the Maestro itself is a success. For the extent to which it allows Austin Rover to meet its target of breaking even at the operating level by the end of this year, and move into profit thereafter, will determine whether the collaboration really can produce an equal partnership, or whether Austin Rover is left as the poor rela-



The first fruit of BL-Honda collaboration: the Triumph Acclaim. This particular version is a limited edition "special" from Avon Coachwork

tion, relying more heavily on planned 1985 launch, there would appear to be no time available to set up separate UK manufacturing facilities.

Whichever forms collaboration finally takes, Austin Rover makes no bones about the fact that its future is dependent on them. With total car production last year of under 400,000 vehicles, it cannot afford the investments needed to develop and manufacture all its products "in-house."

Honda makes about 1m cars a year, which give the company

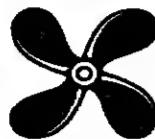
a considerably more viable operating base than BL, although it is still small when set against the likes of Toyota and General Motors. But the perceived benefits of collaboration go beyond the pursuit of cost-cutting.

Honda has been impressed by Austin Rover's technical and engineering abilities—particularly in the areas of space utilisation and suspension—but less than BL would be impressed by similar abilities at Honda, which has acquired an exceptionally good reputation for its power train refinement.

And while the conventional industry view has been that only by huge economies of scale, with increasingly standardised products, will manufacturers—and then only a handful—survive, there is a growing body of opinion with a different belief.

This is based on the fact that the number of alternative technological approaches to design, energy-saving and manufacturing is proliferating—with the prospect of constantly-variable transmission providing a good example. With their new-found access to flexible manufacturing systems, the view goes, smaller manufacturers, if they exploit the possibilities skilfully, should still be able to carve out distinctive markets of their own.

John Griffiths



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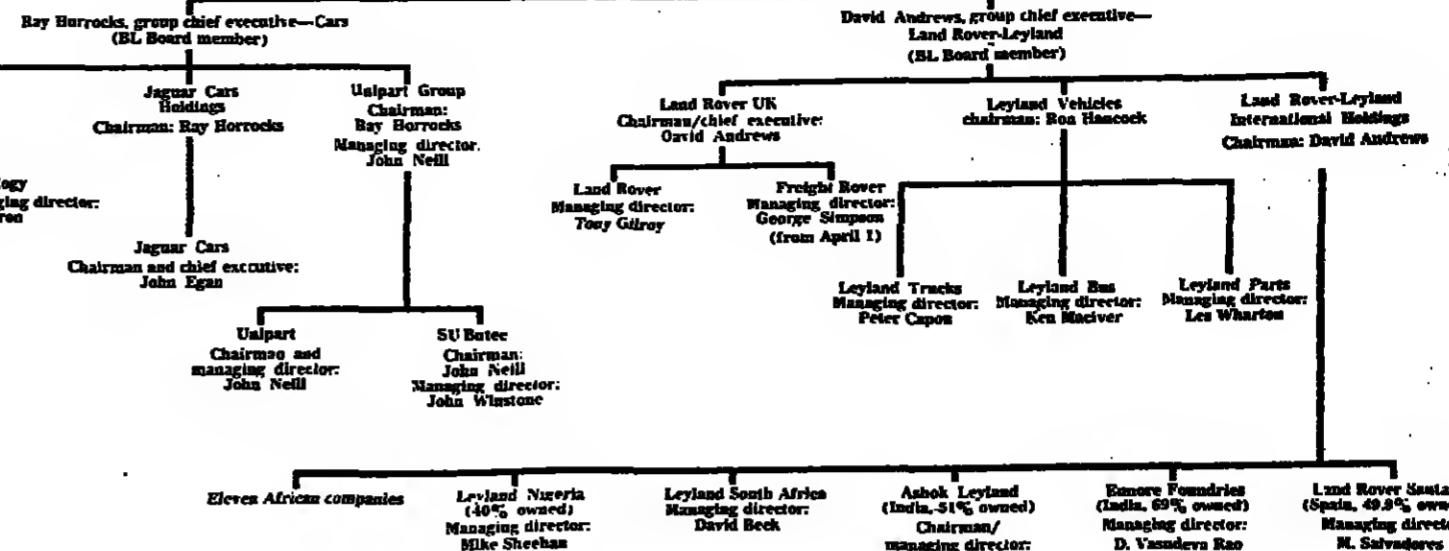
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THE BL FAMILY TREE

AT MARCH 1983

Sir Austin Bide, non-executive chairman
(also non-executive chairman, Glasto)
Sir Robert Hunt, non-executive deputy chairman
(also chairman, Daimler, Glasto)
Non-executive directors:
Sir Robert Clark (also chairman, Hill Samuel)
Sir John Mayhew-Sanders (also chairman, John Brown)
Executive directors:



Will BL's rationalisations and new working practices achieve the goals set during the Edwardes era?

Working towards the target of profitability

BEFORE HE bowed out as chairman of BL, Sir Michael Edwardes maintained that the group was making good progress toward profitability, and that the board felt it should be possible to seek private sector equity investment in the mainstream vehicles operations in the next two years.

His five years with BL, he described as "stage one of a major recovery which at the onset looked problematical." During the period, he said, BL's board had:

Regained management control of the business and split it into manageable product groups.
Stuck to the product strategy—the last thing to suffer in times of difficulty was the product.

Conducted most of the necessary de-nationalisation.

Reduced fixed costs to a much lower level throughout the business.

Introduced new working practices in cars and at the commercial vehicle plants, and reduced disputes.

Rationalised production and "matched production to the market place."

Modernised car and truck plants and brought into operation the Gaydon research and development centre.

Reduced nearly all the models and the LM10 car range would be launched on time.

Strengthened management disciplines, for example, by tightening up cost controls.

Retained the dealer networks in the UK, Europe and North America.

Involved itself in "meaningful collaboration" with Honda for cars and Cummins, the U.S. group, for truck diesel engines.

Persuaded governments to put up equity funds for the new products, rationalisation and modernisation.

"I'm not underestimating the job is done," said Sir Michael. The company now faced a "stage two" with a different style of management to take BL towards financial break-even.

Assess

One way to assess BL's future is to take these points individually and examine them more closely.

To start with, is BL making good progress towards profitability? The group reported its net loss for the first half of 1982 was down to £143.4m from £225.8m in the corresponding period of 1981. Sir Michael predicted that BL should be able to contain the 1982 trading loss to the level of the first half of 1981—indicating one of £143m against £246.6m.

As restructuring costs for 1982 should be somewhat reduced from the previous year, we should see net loss well below the £247m recorded in 1981.

BL still aims to "approach break-even" at trading level this year and break-even at pre-tax level in 1984. Whether that actually is achieved depends mainly on whether the Maestro and its sister car, the LM11, sell reasonably well. But it is also essential that the performance of Leyland Trucks improves and that would take a substantial upturn in total demand in Britain for heavy trucks.

Then comes the question of privatisation which led to considerable friction between Sir Michael and some members of the Government. Like some

members of the BL board, he tends toward the idea that the group as a whole should be returned to health so that it could attract private-sector cash.

The Government and preferential shareholders could be sold off gradually and efforts have been made to interest outside buyers in Jaguar, for example.

However, the corporate plan, presented to Government before Christmas but as yet to be published in its abridged form, apparently holds out little hope of any significant sale before a general election would have to take place.

The sticking point seems to be that although Jaguar, Land Rover and Unipart, the spares business, are profitable at the moment there are too many uncertainties, financial and others, to make a sum attractive enough to sell to an outside group.

Sir Michael says the Board regained management control of BL. Certainly this aspect of his term in office attracted considerable attention and he is widely regarded in British industry as the man who set the pace back from the shop stewards and emasculated the unions.

In particular he insisted that employees work to the terms of their contracts of employment. So if they were involved in an unauthorised strike—the bane of the British motor industry.

As for the management structure, the idea that BL should operate without a full-time chairman or even a managing director has puzzled some manage-

ment theorists.

Sir Michael's chief executive role has been split between Mr David Andrews, now group chief executive for Land-Rover-Leyland, and Mr Ray Burrocks, group chief executive for the car division.

These two Ford-trained executives do not act as joint managing directors because Mr Andrews takes no responsibility at all for the car operations while Mr Burrocks does not interfere in any way with the commercial vehicle business.

Mr Andrews says the present organisation gives the company "shorter lines of communication to get a faster response to the market place."

And the top structure, reflecting more explicitly the separateness of cars and commercial vehicles, could facilitate the break-up of BL into two or more separate companies if the new management or the Government wished.

Critics of the system point out that Daimler-Benz of West Germany, arguably the world's most successful motor business, keeps its cars and commercial vehicle operations tightly entwined so that, for example, the export sales director is responsible for both.

As for product strategy, with the Maestro launched on time, the LM11 ready for introduction next spring and a steady stream of new offerings from Leyland Trucks, Land-Rover, Freight Rover, and Jaguar on the stocks, BL can certainly justify the claim that it has put product before anything else in the past five-year survival period.

However, as Sir Michael pointed out, that product strategy relies heavily on collaboration and even the straight purchase of key components such as the Volkswagen gearboxes used in the versions of the Maestro.

Austin Rover's first genuine co-operative venture with Honda (the Triumph Acclaim) is no more than a licensing deal to produce a Honda car with some bought-in Japanese components as well as the way.

It should result in 1983 with the appearance of a replacement for the Rover saloon but on which share some key components with Maestro and LM11, thus making it very cheap to produce.

Leyland Vehicles' deal with Cummins was carefully designed to give Leyland an efficient and cheap engine in the volume part of its business while at the same time protecting jobs at the Bathgate plant in Scotland. Leyland from the mid-1980s will produce Cummins' new, small, "Family 1" diesel engine range at Bathgate and sell them to Cummins' European customers as well as using the engines in its own trucks.

To increase the economies of scale between BL and Leyland are to swap key components for engines. The two companies estimate that by 1990 Bathgate will be producing about 40,000 of the engines a year against the present output of 10,000 of Leyland's own 95-series.

Sir Michael always talked about his two-pronged strategy: new models would generate new revenue and fixed costs would be cut to make major savings.

Ten vehicle assembly plants were closed during his term at

BL, six of them in the cars division which now concentrates assembly at only two major sites, Cowley at Oxford, and Longbridge, Birmingham.

BL claims that as a result fixed costs have been reduced by £250m a year from the 1978 level.

At the same time the worldwide workforce has been slimmed from 198,000 to around 100,000.

It insists it will not give up its in-house ability to design and develop key components such as gearboxes and engines. But has the rationalisation gone to far?

Mr Garel Rhys, Senior Lecturer in Economics at University College, Cardiff, and permanent adviser to the Parliamentary Select Committee, says: "BL is just too small for the economies of scale needed for a company trying to produce a full range of vehicles."

Involved

"This means it cannot have an independent future. In the long run it simply must get involved in co-operative ventures. And in those circumstances any profits will be small."

Prof Dan Jones of the Science Policy Research Unit at Sussex University and leader of the British team involved in the MTI "Future of the Automobile" programme agrees.

"The cash simply is not there for BL to keep re-designing four model lines. So the future lies with joint ventures."

BL's relationship with Honda has an enormous potential, particularly if the Maestro is not very successful. Then the links with Honda could be strengthened. It could become a joint relationship but with both companies keeping their individual identities."

In the Austin Rover business, where volume really counts, the capacity of Cowley is about 6,500 a week while that at the two Longbridge factories totals 8,500 a week.

This gives Austin Rover the capacity to produce 15,500 cars a week or 725,000 a year—not particularly substantial in motor industry terms where an annual output of 1m is reckoned to be a safer bet.

MAJOR PLANT CLOSURES IN EDWARDES YEARS

Abingdon—MG assembly.
Speke—TR7 assembly.
Canley—TR7 assembly.

Solihull—Rover saloon assembly.
Salford (Belgium)—Allegro, Mini assembly.

North London—Vanden Plas works.
Park Royal—buses.
AEC Sohail—trucks.

Guy Wolverhampton—trucks.
North and South works Leyland trucks (replaced by new 250m assembly hall).

Several other component and foundry plants severely reduced in scale.

THE RAINING CHAMPIONS

TRIED

THE RAINING CHAMPIONS

THE WIPER FOR THE MAESTRO

KEY DATES IN BL'S HISTORY

1968 BMC and Leyland merger
1974 Sept. Lord Stokes asks Government for financial help
Dec. Ryder committee of inquiry set up
1975 April Ryder reports. Recommends sale of Government aid including buy-out of private shareholders.
Alex Park appointed chief executive. Sir Ronald Edwards (died 1976) part-time chairman
1976 Sir Richard Dobson (ex-RAT) appointed part-time chairman
1977 Nov. Sir Michael Edwardes appointed chairman and chief executive
1978 Feb. Edwardes announces plan to decentralise BL into three operating groups. Individual car margins to be re-established. 12,500 jobs to go
Feb. Closure of Speke announced during strike there. £22m of investment for Bathgate truck plant withdrawn because of strike there
1979 Sept. "Sterling plan" announced following rise in price of sterling. Rationalisation and model programmes to be speeded up. 25,000 jobs to go
1979 Oct. 32-page working practices document aims to scrap last of restrictive practices left over from piece work (implemented April 1980)
Nov. Derek "Red Rob" Robinson dismissed
Dec. Agreement with Honda to make a car under license
1980 Oct. Metro launched
1981 Oct. Acclaim, built under licence from Honda, launched
1981 Nov. Restructuring plan for Leyland Vehicles announced
4,100 or 27 per cent cut in workforce
1982 Sept. Leyland Vehicles deal to make Cummins engines at Bathgate
1982 Dec. Edwardes leaves the board. Sir Austin Bide made part-time chairman. Management restructured
1983 March. Maestro launched

Planning to match Metro's success

CONTINUED FROM PAGE ONE

are foreign. Of that, 8 per cent results from the use of Volkswagen gearboxes in all Maestro versions. Says Mr Musgrave: "We did not want to risk £100m on a new gearbox when changes could take place so fast and give us no time to get our money back."

Austin Rover's whole approach — the gradual build-up of investment, the willingness to buy in key components from a competitor rather than put a large outlay at risk — is designed to bring the company back to profitability.

Mr Musgrave says Austin Rover is still on course to be "approaching" break-even at trading profit level this year and to break-even at pre-tax profit level in 1984. He claims there has been a complete change of attitude within Austin Rover. The back-up claim he points to three things in particular:

The number of hours lost through disputes at Austin Rover last year totalled less than one working day — operations were dispute-free for 99.5 per cent of working time.

The advent of Maestro has already created new jobs at

Austin Rover. The number employed fell from 75,000 in 1977 when Sir Michael Edwardes took over at BL to 38,000 by the end of last year. However, 1,100 are being taken on at Cowley and a further 100 at the Swindon presswork plant.

Mr Musgrave maintains: "Today our management team is preparing itself not for another five years of crisis management but for the management of success."

"We are no longer thinking with our backs to the wall."

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